

Sales Management

THE MAGAZINE OF MARKETING

sell
like
'60'
in '59

What Makes a Russian Manager Tick
Page 32

Ads that Really Sell—Poltz
Page 49

PREDICTIONS

1959 to Break Sales Records
Page 29

Retail Sales to Rise 8% in February
Page 65



OFF THE GROUND AND SOARING!

New plans and new products can get airborne for you fast! The Jam Handy Organization offers specialized skills and complete facilities to lend your selling an extra lift.

These services can help you pinpoint objectives and play up product superiorities, quickly and interestingly. With Jam Handy motion pictures or other effective training aids, you can

stress and reteach the basic selling fundamentals that pay off, consistently, with signed orders.

Next time you think your sales team or sales curve could stand some revision upward, call on us. Costs will be consistent with your budget, as low as need dictates. For full details get in touch with . . .

The **JAM HANDY** *Organization*

NOTHING SELLS PRODUCTS AND IDEAS LIKE IDEAS

MOTION PICTURES • DRAMATIZATIONS • PRESENTATIONS • VISUALIZATIONS • SLIDEFILMS • TRAINING ASSISTANCE

CALL NEW YORK, JUdson 2-4060 HOLLYWOOD, HOLlywood 3-2321 DETROIT, TRinity 5-2450 DAYTON, ENterprise 6289 PITTSBURGH, ZEmith 8143 CHICAGO, STate 2-5757

If you want to make a sale...



...there's nothing so powerful as an idea

Better Homes and Gardens makes **more sales** because it gives people **more buying ideas**

A good idea never has much trouble getting someone to try it. And BH&G is loaded with ideas for things to do or to make or to buy. The people who read Better Homes and Gardens (a monthly average of 15½ million men and women) really "live by the book." They discuss it, lend it, save it, clip it, act on it—and buy by it.

Whatever guides people to richer, happier family life concerns Better Homes and Gardens. From how to make a garden grow to what to do to make a teen-age party tick. And these families

who dig in their gardens or entertain their friends are in the market for an endless variety of products. Hand lotion and sun glasses and home permanents as well as foods and beverages and garden equipment.

Product advertising is welcome and important in the climate Better Homes and Gardens creates. BH&G turns readers into spenders because nothing makes sales faster than ideas. *Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans*

During the year 1/3 of America reads



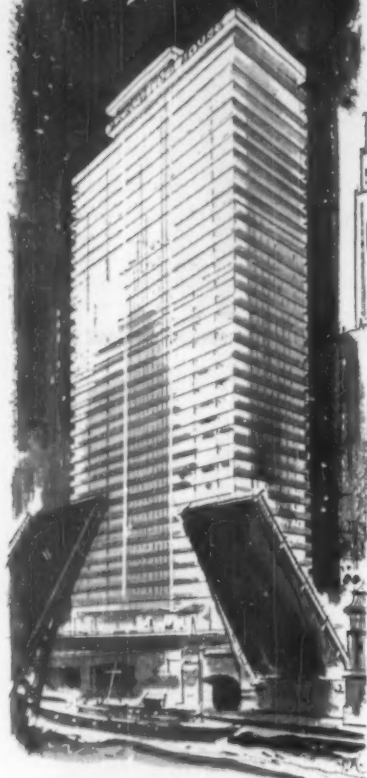
...the family **idea** magazine

NOW OVER 4,500,000 COPIES MONTHLY

TOMORROW'S HOTEL TODAY!

CHICAGO'S NEW

Executive House



Now, a new ultra-modern 40-story skyscraper ideally located on the edge of Chicago's famous loop—only minutes from the city's most visited landmarks and commercial activities.

Executive House introduces many innovations that add new dimensions to luxury hotel living. Never before have hotel studio rooms and suites had such inspired decor.

Other enjoyment features include:

- OUTDOOR TERRACE FOR EACH UNIT
- ROOM-CONTROLLED AIR-CONDITIONING
- DIALING OUTSIDE FROM ROOM PHONES
- BAR-ETTES IN EACH ROOM
- TELEVISION AND HI-FI RADIO
- DRIVE-IN GARAGE

And you will join America's most pampered hotel guests in the Executive Dining Room and Bar.

Write for colorful brochure . . . to get complete information about this new concept in hotel living.

EXECUTIVE HOUSE

Dept. S, 71 East Wacker Drive, Chicago 1
A. M. Quarles, General Manager

Sales Management

THE MAGAZINE OF MARKETING

CONTENTS

JANUARY 2, 1959

Vol. 82 No. 1

Advertising

- | | |
|--|----|
| The Sales Appeal That Never Wore Out | 44 |
| Some Ads Really Sell But Others Just 'Advertise' | 49 |

Automobile Costs

- | | |
|---|----|
| Leased Cars: Cash Savings, But Other Dividends, Too | 40 |
|---|----|

Markets

- | | |
|---------------------------------------|----|
| For 1959 — Record-Breaking High Sales | 29 |
|---------------------------------------|----|

Packaging

- | | |
|------------------------|----|
| "Americanized" Package | 38 |
|------------------------|----|

Product Introduction

- | | |
|--|----|
| Rejuvenated Eversharp on the Come Back Trail | 58 |
|--|----|

Salesmanship

- | | |
|----------------------------|----|
| Not a "Nyet" in a Washload | 36 |
|----------------------------|----|

Special Report

- | | |
|-----------------------------------|----|
| What Makes a Russian Manager Tick | 32 |
|-----------------------------------|----|

New Schedule for "Sales Meetings"

Sales Meetings magazine, Part II of Sales Management, has adopted a new publishing schedule, designed to better serve readers. The magazine will appear every other month coinciding with the second issue of the month of Sales Management. The next issue of Sales Meetings will be out January 16, then March 20, and so on. In other words, you can expect Sales Meetings to arrive as Part II of Sales Management on the third Friday of every second month.

HIGHLIGHTS

WHAT MAKES A RUSSIAN MANAGER TICK

It's the same hard-as-nails, hell-bent-on-production spirit that made our great-grandfathers turn this raw country into an industrial giant. Right now, Ivan can sell everything he can produce. But what about tomorrow? When will he need to sell? And is he right when he says the solution to full production is more production? **Page 32**

DO YOU SELL, OR ADVERTISE?

Alfred Politz, recognized by many as the country's top market researchist, charges that "Some Ads Really Sell, But Others Just 'Advertise!'" And, they advertise not to consumers, but to inbred advertising experts. After reading this story, you'll probably take a closer look at what Madison Avenue is doing for you. **Page 49**

REJUVENATED EVERSARP COMES BACK

The Parker Pen Co., new owner of Eversarp, got some fast action. "Fountain Ball," a triangle-shaped pen with a transparent cartridge, backed by a million in advertising, is already in 33 major markets. Objective: national coverage within a year. **Page 58**

SELL LIKE '60' IN '59

The year 1959 is off to a running start, pushed from behind by '58's remarkable final quarter.

The Future Sales Ratings Board, Sales Management's 309-man group of experts, sees a big jump in GNP, coupled with unprecedented buying power, sales opportunities. **Page 29**

Sales Management's Dr. Jay Gould predicts a terrific rise in February retail sales compared to the same month last year. Incidentally, High Spot Cities forecasts, now advanced a full month, should prove of considerable value to your sales planning this year. **Page 65**

DEPARTMENTS AND SERVICES

Advertisers' Index	75	Mail Promotion	54
Corporate Close-up	12	Sales Promotion Idea File	56
Editorials	7	Scratch Pad	46
Executive Shifts	74	Significant Trends	17
High Spot Cities	65	They're in The News	22
Letters	25	Today's Advertising	76
Tools For Selling	52		

HIGHLIGHTS FROM



the magazine with proven impact in the top-quality young male market

EDITORIAL

A bright colorful package of fine fiction, high humor, pretty girls, fashion and meaningful articles and features aimed at capturing the enthusiasm of the young man-about-business and the man-about-campus.

CIRCULATION—858,656 ABC 6/30/58

Editorial vitality is reflected by the largest newsstand sale of any 50c-or-over magazine, 8 mos. aver. 745,288. In addition, Playboy has 112,367 regular subscribers. Total monthly circ. 858,656 ABC. Circulation is not forced. Advertisers are assured greater readership in Playboy—a magazine that readers buy rather than a magazine that buys readers.

CIRCULATION QUALITY

Playboy is now one of the family of over 50 magazines that is included in THE STARCH CONSULTING MAGAZINE REPORT—the one audience study that compares most leading consumer magazines by one common yardstick. Starch facts confirm Playboy's claim to the top-quality young male market.

AGE

28 is the median age of the male Playboy reader. 70.5% of male readership is concentrated in the 18-34 age group. Only magazine in Starch Report with major concentration of readership in receptive 18-34 bracket.

INCOME

\$7,241 is the median income of the Playboy household. Highest figure reported by Starch for any men's book.

MARITAL STATUS

37.1% of the heads of Playboy households have been married within the past five years, by far the highest percentage of newlyweds reported for any magazine.

URBANITY

71.1% of all Playboy households are located in the 168 major metropolitan areas. This figure exceeded only by The New Yorker and newspaper supplements.

APPAREL

38.3% of the households where Playboy is read spent more than \$500 for wearing apparel during past 12 months. Top figure for all men's magazines included in Starch.

PHOTOGRAPHY

80.9% of male readers use a camera. 51.2% use flash bulbs. 22.9% of Playboy households have a movie camera. Each of these figures is higher than that reported for any other magazine in Starch Report.

TRAVEL

27.7% of Playboy households spent over \$200 on business travel during past 12 months. Playboy is 2nd only to Nation's Business in Starch Report.

AUTOMOBILES

95.7% of Playboy households own one or more automobiles. 6.2% own three or more. 131.9 automobiles for every 100 Playboy households. 55.1% of all Playboy households bought an automobile during the past 12 months. All of these figures are highest reported by Starch for any magazine.

TOBACCO

75.2% of all male readers smoke cigarettes. There are 88 male smokers reading every 100 copies of Playboy. No magazine reported by Starch has a higher degree of readership by male smokers.

LIQUOR

85.9% of Playboy families drink or serve alcoholic beverages. Top figure for any magazine in Starch Report. Playboy also 1st on beer—80.1%, and whiskey—76.4%.

INSURANCE

26.3% of Playboy households purchased life insurance during the past 12 months. In this characteristic of responsible stability, Starch ranks Playboy 2nd only to Parents.

HOUSEWARES

A larger percentage of Playboy families bought new electric coffee makers, mixers, fans, fry pans, toasters and radios during the past 12 mos. than those receiving any other magazine. More proof that the Playboy reader is at his peak period of purchasing.

RESPONSIVENESS

Catalina sportswear reports that the inquiries received from their first full-color spread in Playboy were "... the largest single amount of inquiries produced by any magazine we have ever used. Our hats off to Playboy. We expected inquiries but none in that great amount!"

One mail order advertiser sold over 27,000 drinking team sweaters at \$3.75 each during just the first four months that his 4" ad ran exclusively in Playboy. Kaywoodie Pipes reports that a buried offer of a 25¢ catalogue in their advertising during the holiday season last year pulled many more responses on a cost-per-order basis than any other magazine they used.

PLAYBOY

232 E. Ohio/Chicago/Mi 2-1000
720 Fifth Avenue/New York/Ci 5-2620

BUT RULES ARE MADE TO BE BROKEN!

by
Bert Ferguson
Exec. Vice-President,
WDIA



Every rule has an exception—even the one that says there's no such thing as a sure thing! Because, here is a sure thing: One medium alone—Memphis' Radio Station WDIA—sells the biggest market of its kind in the entire country! The 1,237,686 Negroes in WDIA's listening pattern!

Only 50,000 watt station in this area—America's only 50,000 watt Negro station—WDIA reaches almost 10% of the nation's total Negro population, with total earnings last year of \$616,294,100!

First in Listenership

Negroes make up over 40% of the Memphis market! And before it buys, this big buying audience listens—to WDIA! In the March-April 1958 Nielsen Station Index, Sunday through Saturday, WDIA totaled up an overwhelming 52% more rating points than the next-ranking station:

STATION	TOTAL RATING POINTS
WDIA	528.2
Sta. B	337.1
Sta. C	284.1
Sta. D	278.8
Sta. E	137.4
Sta. F	101.3
Sta. G	74.1

WDIA's year-round national advertisers include: COLGATE PALMOLIVE COMPANY . . . PURE OIL . . . CONTINENTAL BAKING COMPANY . . . GENERAL MOTORS . . . LIGGETT & MYERS TOBACCO COMPANY.

It's a fact! When selling the Memphis Negro market, you've got a sure thing with WDIA! Why not drop us a line today? Let us tell you about WDIA's proof of performance in your own line!

*WDIA Is Represented Nationally
By John E. Pearson Company*

EGMONT SONDERLING, President
ARCHIE S. GRINALDS, Jr., Sales Manager

Sales Management

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

EDITORIAL

EDITOR and PUBLISHER
EXECUTIVE EDITOR
MANAGING EDITOR
SENIOR EDITOR
ASSOCIATE MANAGING EDITOR

Philip Salisbury
A. R. Hahn
John H. Caldwell
Lawrence M. Hughes
Robert C. Nicholson

Senior Associate Editors

Alice B. Ecke
Harry Woodward

Associate Editors

George F. Hoover
George P. Nicholas
Robert A. Kelly
Harriette Moscovitz
Rich Life

Midwest Editor
Copy Editor
Art Director

DIRECTOR OF RESEARCH
Assistant Director of Research
Consulting Economist

Dr. Jay M. Gould
Alfred Hong
Peter B. B. Andrews

PRODUCTION MANAGER
Assistant Production Manager

Samuel Schwartz
Louise Hamel

READERS' SERVICE BUREAU
Editorial Assistants

H. M. Howard
Edith Koufax, Carol Lynch

SUBSCRIPTIONS

DIRECTOR
Assistant Director
Subscription Manager

R. E. Smallwood
Edward S. Hoffman
C. V. Kohl

U. S. and Canada: \$10 a year • Foreign: \$15

OFFICERS

President
Treasurer
Vice President, Sales
Senior Vice Presidents

John W. Hartman
Ralph L. Wilson
Randy Brown
C. E. Lovejoy, Jr.
W. E. Dunsby
R. E. Smallwood
Wm. McClenaghan



Bill Brothers Publications in MARKETING (in addition to Sales Management): Sales Meetings, Tide, Premium Practice. INDUSTRIAL: Rubber World, Plastics Technology. MERCHANDISING: Fast Food, Floor Covering Profits and Tires-TBA Merchandising.

ADVERTISING SALES—Offices and personnel listed in Advertisers' Index



Audit
Bureau
of
Circulations



Associated
Business
Publications



National
Business
Publications



Magazine
Publishers
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa. WALnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.

Copyright, Sales Management, Inc., 1959

SALES MANAGEMENT

WE ARE PLEASED
TO ANNOUNCE
THE APPOINTMENT OF

CRESMER & WOODWARD
INC.

AS

National Advertising Representatives

January 1, 1959

The New Haven Register
Established 1812

New Haven Journal-Courier
Founded 1755

•
Reaching Over 1/3 Million Readers in Connecticut



*The only squawk
an ad should get
is from a customer
who wants the product...
and can't get it,
or can't get enough of it.*

YOUNG & RUBICAM, INC.

ADVERTISING • New York • Chicago • Detroit • San Francisco • Los Angeles • Hollywood • Montreal • Toronto • London • Mexico City • Frankfurt • San Juan • Caracas

"Nuts..."

You will recall that the January 3, 1958, cover of Sales Management carried this message addressed to you:

"Make This Your 1958 New Year's Resolution:

"NUTS TO A BUSINESS SLOWDOWN!"

Few things we have done have evoked such a spontaneous and favorable reaction. Many of you were having your troubles with sales but your mood was positive, not defeatist.

This year we recommend to you, and we intend to fully practice ourselves:

"SELL LIKE '60' IN '59." (see page 30)

Early indications are that you plan to do just that. Your space and time purchases of advertising media, as of the end of December, appear to be substantially larger than your purchases at the same time a year ago.

Veteran reporter and advertising analyst Lawrence M. (Mike) Hughes is preparing a special report, to be published in Sales Management January 16, on your advertising intentions for both the early part of 1959 and for the entire year.

Soviet Woos U.S. Sales Chiefs

Within a few days, if arrangements made at the end of December stick, you will have an opportunity to size up at first hand one of the top rulers in the Kremlin, Soviet Deputy Premier Anastas Mikoyan. Ostensibly, Mikoyan will come here to visit Soviet Ambassador Menshikov, but the real purpose of the visit probably is to find out why American businessmen show no great interest in trading with the Soviet Union today.

Mikoyan is no stranger to the United States. He came here in 1936 on a trade mission, when he was a powerful figure in the Soviet hierarchy but nowhere near his present number two rank in influence. Mikoyan is regarded inside and outside Russia as a shrewd, able and tough negotiator in both trade and politics. People who assess his capabilities always find it interesting to recall that Mikoyan is called the father of the Russian ice cream industry, which turns out a product of outstanding quality.

The Soviet Union desperately wants to increase its trade with the United States. Mikoyan's projected visit to the United States is only the latest of a series of maneuvers to interest American businessmen in selling their products to the Soviet, and in buying Soviet raw materials and certain kinds of production machinery. Last June Premier Khrushchev proposed, in a letter to President Eisenhower, ways in which trade between our countries can be increased. The Soviet sought credit from the United States in

IEN Read for
one purpose only...

PRODUCT INFORMATION

What better place...

*What better timing... for your
PRODUCT ADVERTISING
in today's changing markets?*

Your markets never stand still. New and improved products and methods; consolidations, diversification and decentralization keep your markets changing constantly.

As never before you need one all-inclusive medium to reach all markets, and to reach them at minimum cost and with optimum effect.

Because every month 70,000-plus product selectors look in IEN for better products, you, as an IEN advertiser, will not need to look for buyers with giant ads, color, or costly display.

When a ready-to-buy audience is listening, you don't have to shout.

Among IEN's 70,000-plus product selectors are many who are searching — RIGHT NOW — for equipment, parts and materials to manufacture the NEW PRODUCTS now on the way.

DETAILS? Send for NEW Media Data File and "Your Markets Are Changing" booklet.



PRODUCT INFORMATION HEADQUARTERS
Thomas Publishing Company

EDP ...Affiliated with Thomas Register

BPA ...461 Eighth Avenue, New York 1, N.Y.

NEW Circulation Highs!



Newspaper
PUBLISHER'S STATEMENT
For 6 Months Ending September 30, 1958
Subject to Audit by
AUDIT BUREAU OF CIRCULATIONS, 123 N. Wacker Drive, Chicago 6, Ill.

Minneapolis (Hennepin County), Minnesota
Star (Evening), Tribune (Morning & Sunday)

1958

	Combined Daily	Morning	Evening	Sunday
I. AVERAGE PAID CIRCULATION:				
CITY ZONE				
Dealers & Carriers not filing lists				
Street Vendors				
Publisher's Counter Sales				
Mail Subscriptions				
Total City Zone	265,928	85,686	180,242	208,095
Population 1950 Census	33,689	23,560	10,129	13,691
Also see Par. 15(a)				54
RETAIL TRADING ZONE				
Dealers & Carriers not filing lists				
Mail Subscriptions See Par. 15(a)				
Total Retail Trading Zone	299,617	109,246	190,371	221,849
Population 1950 Census				
Total City & Retail Trading Zones	669,173			
Population 1950 Census				
St. Paul A. B. C. City Zone ^a	67,261	27,121	40,140	144,229
ALL OTHER	17,684	14,078	3,598	25
Dealers & Carriers	84,245	41,199	43,146	144,254
Mail Subscriptions	383,962	150,445	233,517	368,994
Total All Other	13,705	4,961	8,744	20,541
Subscriptions to Armed Forces (orders for 11 or more only)	86,266	41,057	39,140	245,530
TOTAL PAID excluding Bulk	24,379	18,364	6,015	1,957
(For bulk sales, see Paragraph 4)	194,585	59,421	45,164	248,487
TOTAL PAID	502,252	214,117	237,121	635,122

DAILY now more than
500,000

SUNDAY now more than
635,000



Only the **4**

largest cities in the United States have newspapers with larger circulations than the Minneapolis Sunday Tribune —New York, Chicago, Los Angeles, Philadelphia.

Minneapolis
Star and Tribune
EVENING MORNING & SUNDAY

MORE THAN 500,000 DAILY • 635,000 SUNDAY

JOHN COWLES, President

SALES MANAGEMENT

order to carry on these transactions. So it is not surprising that our country rejected the proposal as being one-sided.

The Soviet's desire to expand trade with the United States was manifested in a personal way in December when Sales Management's managing editor was in Moscow as a tourist. In an hour and a half private talk, the Deputy Minister of Foreign Trade asked again and again, "Why is there such a lack of will on America's part to trade with us today?" An analysis of this special interview, together with vignettes on sales activities in Moscow, will be published in our January 16 issue.

Even though Soviet officials do not practice salesmanship as we know it in this country, and probably do not understand it anyway, there is no doubt that they are embarked on an effort to make a big sale to American businessmen.

"Vive la Difference!"

The impact of advertising in building specific businesses and the whole economy has been measured too much in terms of quantity—and not enough in quality.

It used to be said that all the cigarette people had to do was to say in "reminder advertising," Smoke filtered Super-Duper Barn-Rakings, to a \$20-million-a-year tune . . . and everyone would.

But the cigarette and other manufacturers have since found that they had to have something specific and personally satisfying to offer.

They had to be creative.

They had to spark an urge.

One reason for the 1958 recession was the fact that copywriters—and salesmen—failed to get prospects excited enough to look, try and buy.

That recession was brought about less by fear than by boredom.

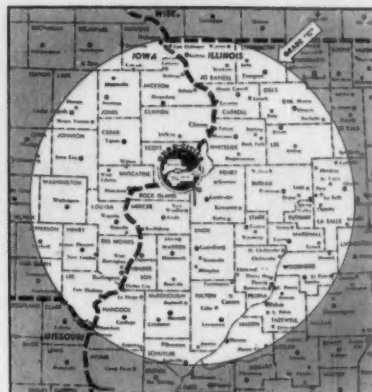
In a recent talk before the Eastern conference of the American Association of Advertising Agencies, Walter Guild of Guild, Bascom & Bonfigli, San Francisco, said that he was "not able to distinguish any world-shaking difference" between the 1958 and 1957 automobiles . . . "at least not enough to encourage me to buy one. And frankly, as an advertising man, I was not proud of the advertising."

As the Frenchman once said about the sexes, "Vive la difference!"

In selling new models, and even present models, it's up to copywriters and salesmen to find "la difference"—and make the most of it.

QUAD-CITIES

ROCK ISLAND • MOLINE
E. MOLINE • DAVENPORT



NOW THE NATION'S

47th TV MARKET

according to

Television Age Magazine

RETAIL SALES are above the national average. Rock Island, Moline, East Moline are rated as "preferred cities" by Sales Management magazine for the last 12 months. You too, can expect above-average sales if you BUY WHBF-TV NOW!

WHBF Radio—First in listeners in down-state Illinois according to NCS-2.



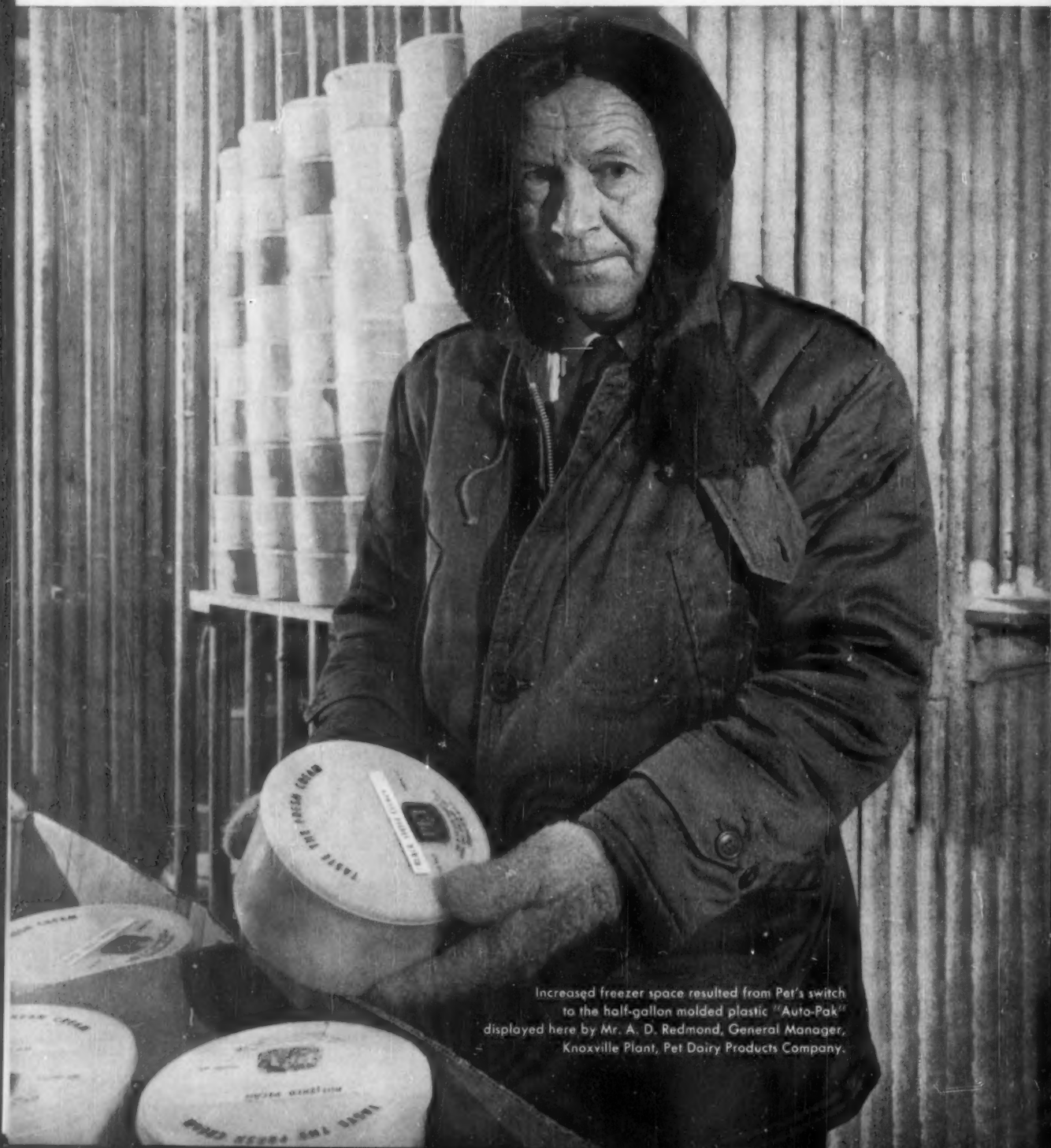
WHBF-TV

CBS FOR THE QUAD-CITIES

REPRESENTED BY AVERY-KNOEL, INC.

Pet Dairy Products to Plastic Container Corporation:

**“Switching to your Auto-Pak
containers hiked our ice cream
sales 69%!”**



Increased freezer space resulted from Pet's switch
to the half-gallon molded plastic "Auto-Pak"
displayed here by Mr. A. D. Redmond, General Manager,
Knoxville Plant, Pet Dairy Products Company.

Mr. A. D. Redmond, General Manager, Knoxville Plant, Pet Dairy Products Company, reporting:

"This molded plastic package was our answer to price competition. Not only did we regain lost freezer space, but sales shot up 69% in the three-month period since we implemented this important decision.

"Our decision was based on the knowledge that appetizing food products (such as ice cream) will sell by impulse—if they can be seen. In other words, people like to see what they're buying—and while a dramatically lithographed label is surely appealing, our product, in a transparent package, sells even more effectively.

"But in addition to sales by 'sight,' the molded plastic package has a built-in convenience factor which consumers go for. Many ice cream packages leak, but our molded plastic package is absolutely leak proof. Consequently, the shopper never arrives home to find that melted ice cream has soaked her other packages—or herself, for that matter. This helps make our sales easier.

"Finally, there's the retailer. Our ice cream delivered in molded plastic packaging means a lot to this important element in our distribution because we supply packaging that better withstands the abuse ice cream gets in freezer space. The result is faster moving merchandise because it looks fresher, longer."

Which package will do the most powerful selling job for your product? From hardware to hamburgers, Monsanto can help assist you in determining whether molded plastic packaging can contribute to your sales and profit picture.

Write today for your free copy of the Molded Plastic Packaging Evaluator. There's no obligation, and the result may well result in increased sales.

Monsanto supplies a large variety of Lustrax® styrene molding compounds to America's leading molders of plastic packaging.



*LUSTREX: REG. U. S. PAT. OFF.



Another successful package is the decorated tumbler molded by Plastic Container Corporation, West Warren, Massachusetts. This package has re-use value for the consumer as a drinking tumbler.

Send for free copy of "THE MOLDED PACKAGE EVALUATOR"

MONSANTO CHEMICAL COMPANY
Plastics Division, Dept. 1136, Springfield 2, Mass.

Please send me free copy of "THE MOLDED PACKAGE EVALUATOR."

Name _____ Title _____

Company _____

Address _____

City _____ State _____



THE NEW C.O.C. EXECUTIVE

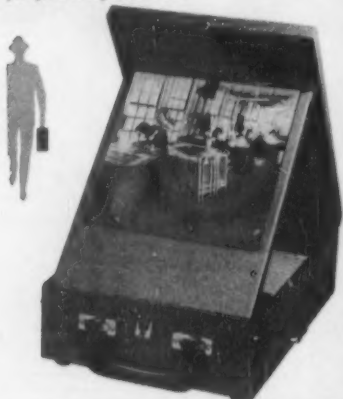
displays, demonstrates,

SELLS FOR YOU

Just lift hood...raise screen...and 36 fascinating, colorful pictures light up automatically at your fingertip. What a difference when you display your services...your products...EFFECTIVELY, DRAMATICALLY with the C.O.C. EXECUTIVE Projection Table Viewer.

You stimulate interest, increase attention, you create excitement...a desire to buy. The truly portable C.O.C. EXECUTIVE is the most intelligent sales tool for business, industrial, educational or advertising use. Ideal for group viewing, even in lighted rooms. Lightweight, easy to carry, simple to handle.

Salesmen say "it makes selling easier." Customers call it "a most imaginative way to put your story across..."



Check these exclusive C.O.C. features:

- Precision optical system with 13.5 coated, color-corrected lens.
- Patented 8 x 8 Lensacres for wide-angle viewing.
- Automatic Alreiquist slide changer.
- Up to 36 2 x 2 slides per magazine.
- Fingertip focusing for maximum brilliance.
- Rugged, self-contained aluminum unit.
- AC-DC, 100-125 volt. On-off switch.
- Smaller than briefcase; only abt. 5 lbs.

C.O.C. "EXECUTIVE" ONLY \$69.50

C.O.C. "STANDARD" Projection-Viewer ONLY \$37.50
6 x 6 Viewing screen

WRITE TODAY for your guide to better selling:
"C.O.C. sells for YOU"

Mail to C.O.C. Dept. IP., 101 W. 47th St.

Name

Address

City Zone State

C.O.C. INDUSTRIAL 101 West 47 St.
New York N. Y.

CORPORATE CLOSE-UP

Tomorrow is Now For Capitol Products



Eugene Gurkoff is a man who likes to sell. Six years ago, he purchased the Capitol Storm Window Co., Mechanicsburg, Pa. As the company's number one (and only) salesman that year, his net sales were \$400,000.

The company has another name now: Capitol Products Corp. Gurkoff is still chairman of the board and president. But he's no longer the only salesman. And sales for fiscal 1958 were 50 times greater than in 1952: approximately \$22 million. In its early years, Capitol concentrated on the manufacture and sale of a broad line of combination storm doors and storm windows for the building specialties. Then it sold storm products to builders for new construction installation.

Capitol began growing. Gurkoff's philosophy: "It's not so much what products we sell today that make the difference, it's what we're going to be able to sell tomorrow." The company added manufacturing facilities and sales personnel. It found new products for new markets. Then in 1956 another big jump: A merger with the Read Standard Corp. put Capitol in the business of bakery equipment, chemical mixing and blending machinery, and a variety of special products.

Gurkoff was still looking ahead. The major portion of profits was continually plowed back into the company (Gurkoff and his associates own 63% of stock). Example: Fiscal 1958 net profits were approximately \$100,000. But in the last two years the firm has doubled its plant area, and in 1957 alone spent almost \$2 million in capital expenditures.

Production was not alone in expansion. The Aluminum Division (building products and specialties) sales staff has grown to 20 men (who sell to distributors) under four product managers who in turn report to Arthur G. (Bill) Whyte, vice president, marketing and sales. Before Whyte came on the job in January of last year as general sales manager (he got his current title in June) the product managers worked directly under Gurkoff. Read Standard Division uses sales agents. But it also has 10 salesmen (some selling to end customers) supervised by three product managers. They report to William J. Strandwitz, Jr., executive vice president. The marketing organizational structure is due for still more change and expansion. And so is the company.

Gurkoff estimates fiscal '59 sales will hit \$35 million. And he looks for profits of approximately \$2½ million. His explanation: "Approximately \$150 million worth of prime aluminum products are sold each year in the building field. We feel... we will obtain over 25% of this market within the next couple of years.

"The new plants, new equipment and new marketing program necessary to effect the sales growth anticipated in 1959 resulted in a small profit in our 1958 fiscal year, ended October. We will, however, operate at a substantially greater profit in this current year since all expenditures to attain this growth have already been made.

"Proof of this is already evident. The winter months are traditionally the slowest in the building field. However, we will do as much business in the first quarter of our current fiscal year as we did in the entire first half of last year—and on a healthy profit margin."

How to see the big picture

Once upon a time there was an industrial advertising manager who was the envy of all his tribe. "Look at Joe," the other advertising managers would say, "he does whatever kind of advertising he wants. His ads are artistic. I wish I had ads like his to show my wife."

Then came the revolution—marketing revolution, that is—and Joe was no longer the envy of anyone. In fact, the others went out of their way to avoid him because he was always asking if they had heard of a job opening for an artistic advertising manager, or even an artistic assistant advertising manager.

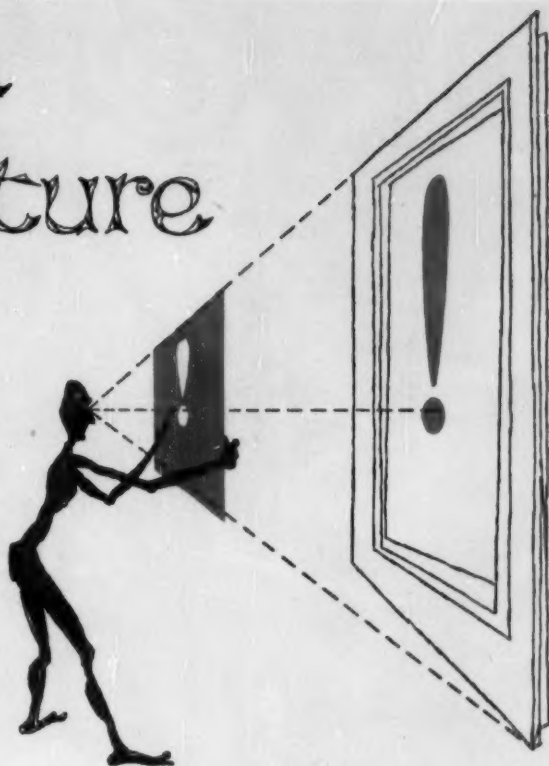
Moral: Man who looks only at art may not see big picture at all.

This little fable applies to advertising agencies, too. The day of the ad manager and agency who operate "on their own" is waning fast. It is no longer enough for them to dream up ads designed to impress their comrades in the advertising business. It is more and more essential to build messages that will stimulate customers to buy something.

This can only be done when each ad—however artistic or otherwise—is created not as an end in itself, but as one small mosaic in the "big picture" of marketing. This is not to say that each individual ad is unimportant, or that it should not be artistic in terms of visual and emotional impact that comes from a high degree of creative ability.

It is to say that successful advertising can be created only when those who create it can see the big picture, and this cannot be seen from an ivory tower. It must be seen through the eyes of company management, sales management, salesmen, distributors, dealers. And customers.

Our whole approach to our job is based on that belief. That is why we offer a complete marketing service: advertising, public relations, and marketing



research. That is why we retain as consultants five professors of marketing in universities near our four offices.

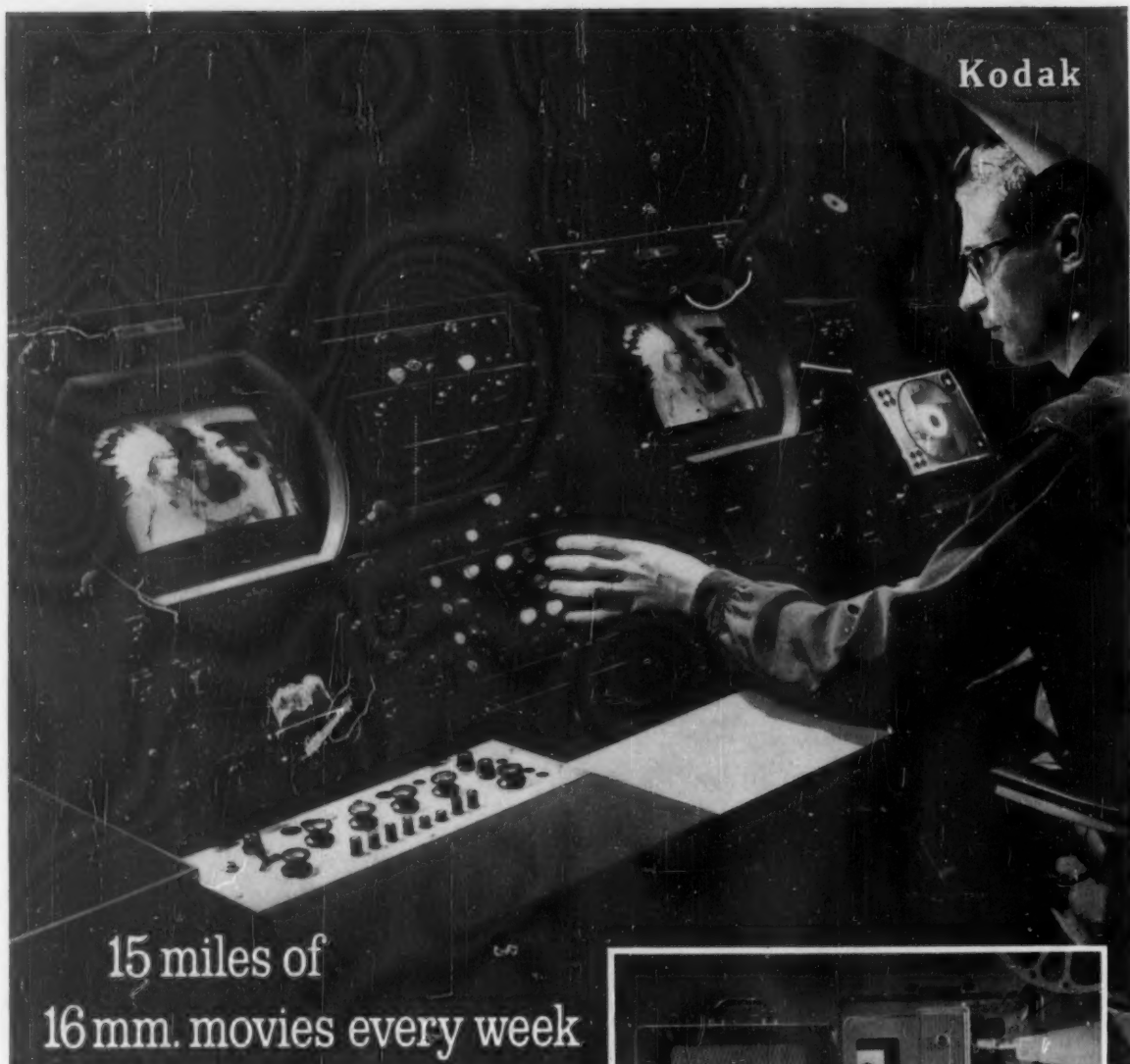
Through these physical facilities we offer an approach to client marketing problems that is very simple and yet, apparently, unique. It is a service that goes deeper, we are told, than that offered by most agencies. It is outlined in a booklet called "The Marsteller-Rickard Method." We'd like to send you a copy.

Marsteller, Rickard, Gebhardt and Reed, Inc.

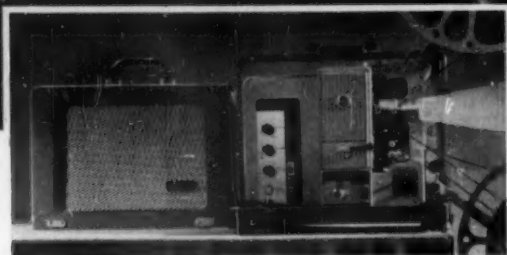
A D V E R T I S I N G

NEW YORK • PITTSBURGH • CHICAGO • HOUSTON
AFFILIATES
PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

Kodak



15 miles of
16 mm. movies every week
...and never an inch
of trouble!



If you use 16mm sound films in your business, you can profit from the experience of this outstanding TV station

Station WBTV, Charlotte, N. C., previews 75,000 feet of film each week using Kodak Pageant 16mm Sound Projectors.

They report: "The quality of sound and pictures, plus the lack of trouble, is amazing. We particularly appreciate the quietness and simplicity of the Pageant working mechanism. Using our Pageant Projector, we now get a true quality

check for sound films, *before* putting them on the air."

Where you fit in

Whatever you're using 16mm movies for—training, sales promotion, public relations—you can get the same professional performance with a Pageant Projector.

Your pictures will be sparkling and filled with detail, even in hard-to-darken rooms. Sound is balanced and clear. And because every Pageant is

permanently lubricated, your projector is *always* ready to go on with the show.

With printed film path, folding reel arms, and attached power belt and cord, you'll find the *portable* Pageant easy to set up and use anywhere.

Why settle for less?

Get the most from your investment in films and audiences—with a Kodak Pageant Projector. Any Kodak Audio-Visual Dealer will provide details and a demonstration. Or write to:

Kodak Pageant Projector

EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N. Y.

business moves with **WHEELS**

automotive fleet leasing

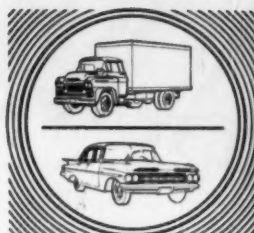


The Kitchens of Sara Lee bake premium products, deliver them fast with a fleet of leased Chevrolet trucks. Sara Lee leases from WHEELS and gives its automotive problems to professionals who can provide service at a saving.

WHEELS has over 20 years of fleet leasing experience with more than 200 clients now leasing 10,000 cars and trucks annually.

Wouldn't you, too, rather be served by WHEELS, America's automotive leasing leader?

Mail this coupon today for information on a WHEELS motor vehicle leasing plan for your organization.



WHEELS

inc.

Wheels, Inc., 6200 N. Western Avenue
Chicago 45, Illinois • HOLLYCOURT 5-8600

Please send me your booklet showing how fleet leasing from WHEELS can benefit my company.

FIRM _____

NAME _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

multi-city buying is in fashion, too

Capes are the last word in menswear fashion, but buying WGAL-TV's low-cost, multi-city coverage is an established custom. This pioneer station is first with viewers in Lancaster, Harrisburg, York, and numerous other cities including: Reading, Gettysburg, Hanover, Lebanon, Chambersburg, Lewistown, Carlisle, Shamokin, Waynesboro.



STEINMAN STATION
Clair McCollough, Pres.



316,000 WATTS

WGAL-TV

CHANNEL 8 • Lancaster, Pa. • NBC and CBS

Representative: The MEEKER Company, Inc. • New York • Chicago • Los Angeles • San Francisco

America's 10th TV Market • 942,661 TV households • \$3¼ billion annual retail sales • \$6½ billion annual income

Lancaster • Harrisburg • York • Reading • Gettysburg • Hanover • Lebanon • Chambersburg • Waynesboro • Lewistown • Sunbury
Carlisle • Pottsville • Shamokin • Lewisburg • Hazleton • Mt. Carmel • Bloomsburg • Hagerstown • Frederick • Westminster

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

Today's Consumer Thinks Twice

The most significant difference between the consumer of 1959 and his counterpart of a decade ago is that today's consumer thinks longer and he thinks harder before deciding to buy. Perhaps he is more sophisticated than the fellow who loaded his house and business with gadgets back in 1949. But, more likely it's the super-abundance of products which are offered to him today that gives him pause. True, he has more discretionary buying power, and thus far he has shown no signs of hoarding his cash, but before he finally buys he must go through what some have called "the misery of choosing."

If it's a radio he wants, he must choose between pocket-size, table model and console, transistor and tube, AM-FM and just AM, clock-radio and radio-phonograph. For his smoking pleasure, he has plain, cork-tip, regular-filter, recessed-filter, short, long, in soft pack and box, mentholated, de-nicotinized and roll-your-own. And, if the housewife wants to have potatoes for dinner, she not only has to choose between new, old, Idaho, Maine and Long Island, but she must decide whether to buy them in a sack, in a can, frozen mashed, frozen french fried or perhaps as frozen potato pancakes. On top of this is the problem of determining whether to spend extra dollars for a freezer, a hi-fi, a color TV or a plane trip to Paris.

Paralleling the rise in the variety and number of products has been an increase in advertising, with a whole new medium—TV—adding to the quantity of product impressions that the consumer receives daily. It is no wonder that the consumer is confused on occasion . . . that he doesn't always respond to sales and advertising approaches the way he is supposed to.

The problem for the individual seller in 1959—and in the years beyond—is to make his product, his package, his advertising, his sales efforts stand out unmistakably from all the rest.

Expense Account Accounting

The vacillating attitude of the Bureau of Internal Revenue on how to report expense account money has left some sales executives—and many salesmen—more than a little confused. Here are the rules that will apply for the tax returns due this April:

An employee who reports his expenses to his company and is reimbursed, need **not** report this income on his return. However, if he doesn't make such an accounting to his employer, he must report on his tax form.

Special note: If you, or one of your salesmen, spend more than the amount that is reimbursed by the company—and a tax deduction is desired—**total expenses must be reported**, including those that have been reimbursed.

"Older" Executives May Get a Break

Managements of leading companies are demonstrating a little more broad-mindedness in the area of executive recruitment. Until recently they would seldom consider anyone other than a young man in his middle thirties with the "Madison Avenue Look." This type, recruiters have found, is not only scarce but when he is located there is no guarantee that he has abilities or experience to match his appearance.

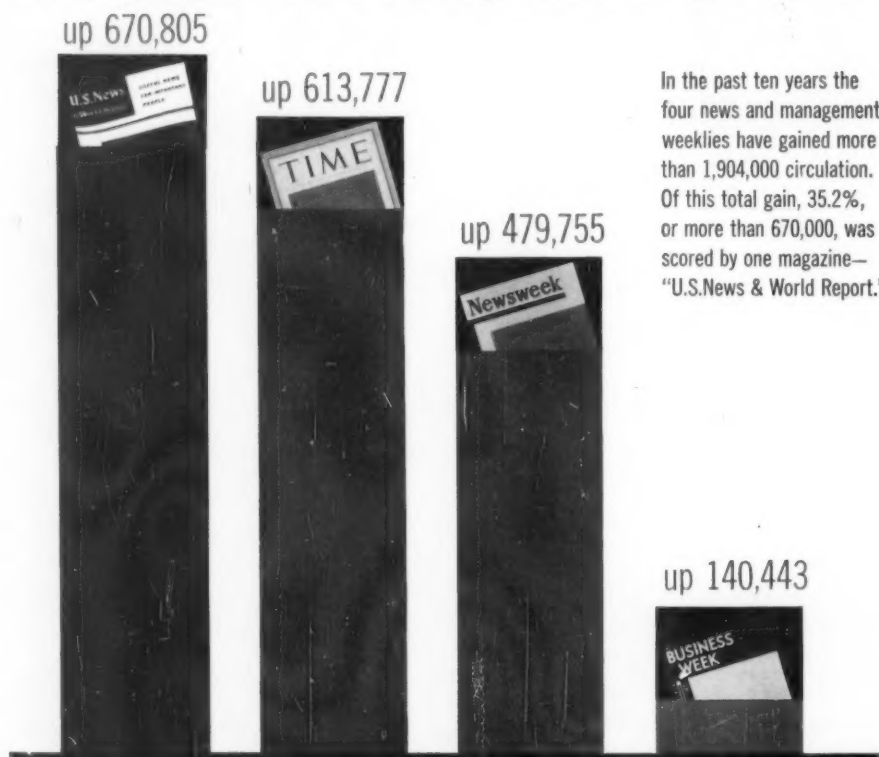
"Nearly every specification for an executive we receive," notes E. A. Butler of E. A. Butler Associates, Inc., management consultants, "calls for a man with 'the Look'."

"But," says Butler, "we have observed that industrial leaders are now leaning more strongly toward a man who is more subtle in his approach, more cautious with new ideas, more experienced in ways of spending money, and these leaders are not as concerned if the man is an average-looking, edu-

(continued on page 20)

First In Circulation Growth For The Past Ten Years!

Circulation Gains—News and Management Weeklies, 1948—1958



In the past ten years the four news and management weeklies have gained more than 1,904,000 circulation. Of this total gain, 35.2%, or more than 670,000, was scored by one magazine—"U.S. News & World Report."

Source: Based on analysis of Publishers' Statements to the Audit Bureau of Circulations; first six months of 1948 and 1958

1959 ADVERTISING RATE BASE **1,100,000** NET PAID CIRCULATION

FIRST IN NEWSSTAND GAINS among the news magazines

Although representing only about 12% of total sales, the newsstand sale of "U.S. News & World Report" is another example of the reader demand for this news magazine.

"U.S. News & World Report" scored the biggest newsstand gain in the field for the first six months of 1958 over the same 1957 period and moves up into second place among the news magazines—from eighth to sixth position among all major weeklies.

"U.S. News & World Report" has achieved this gain although it is distributed at only 30% of the nation's newsstands—just those outlets in downtown business districts, in the transportation terminals and in the better residential areas which cater to a "leadership" clientele.

	FIRST SIX MONTHS 1957	FIRST SIX MONTHS 1958
1	TV GUIDE	TV GUIDE
2	S.E.P.	S.E.P.
3	LIFE	LIFE
4	JET	JET
5	TIME	TIME
6	NEWSWEEK	USN&WR
7	NEW YORKER	NEWSWEEK
8	USN&WR	NEW YORKER
9	SPORTS ILLUS.	SPORTS ILLUS.

Sources: "SM Box Score of Magazine Sales in Retail Outlets," based on analysis of Publishers' Statements to the Audit Bureau of Circulations

The shift in the reading preferences of important people to "U.S. News & World Report" continues to grow.

The percentage of "U.S. News & World Report" subscribers who report that they formerly read one of the other news magazines but no longer do is even higher today than it was five years ago.

Some 315,000 (31.5%) of the present subscribers to "U.S. News & World Report" were former subscribers to News Magazine "B." Just five years ago, the figure was only 159,000, or 25.5%. Some 251,000 (25.1%) of our subscribers were former subscribers to News Magazine "C." Just five years ago, the figure was 126,000, or 20.2%.

VOLUNTARY READER DEMAND

All this circulation growth has been achieved through only the most *voluntary* sales methods. There are no pressure methods, no combination offers, no premiums, no door-to-door sales crews. ("U.S. News & World

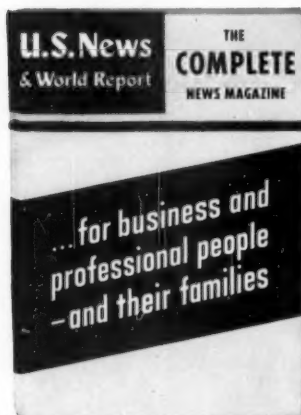
Report" will not accept knowingly any subscription sold by any door-to-door salesman.) Practically all subscriptions are "ordered by mail"—solicited solely by advertising in print, the same medium used by advertisers. In other words, people buy "U.S. News & World Report" because they *want* it. This is reader interest at its highest—assuring visibility and readership for the advertising pages as well.

HIGH MANAGERIAL CONCENTRATION— HIGH FAMILY INCOMES

Nine out of ten subscribers hold responsible positions in business, industry, finance, government, and the professions. Reflecting these important positions, "U.S. News & World Report" family incomes average \$15,009—highest of any news magazine, highest of any magazine with more than 1,000,000 circulation.

LOWEST COST

Advertisers can buy coverage of "U.S. News & World Report's" quality million at \$4.97 per page per thousand—the lowest per-thousand cost of any news magazine or any management magazine.



U.S. News & World Report America's Class News Magazine

For detailed information on how "U.S. News & World Report" covers your best customers and prospects at lowest per thousand costs, contact your advertising agency, or our advertising offices at 45 Rockefeller Plaza, New York 20, N. Y. Other advertising offices in Boston, Philadelphia, Cleveland, Detroit, Chicago, St. Louis, San Francisco, Los Angeles, Washington and London.

cated, well-trained person—over 45 years of age—as they were before.

"They have discovered that an executive no longer has outlived his usefulness because he has become slower and wiser—and—over 45. . . . Some very small companies are beginning to grow rapidly because they have picked up men whom the larger companies have 'thrown away.'"

Closed-Circuit TV Ten Years Young

Closed-circuit television has been with us for a full decade now, serving as a flexible, relatively economical means of communication with dealers, salesmen, distributors, branch offices. During that time some 200 corporations have used large-screen closed-circuits and more than \$30 million has been expended in connection with these telecasts.

One man who has kept tabs on its use is Nathan L. Halpern, president of Theatre Network Television, Inc., which produces and networks many of the programs. The majority of business sessions, says Halpern, have been for sales and sales promotion purposes.

General Motors, for instance, employed a 40-city network on Oct. 15 to take its 20,000 dealers and executives (scattered from coast to coast) on a tour of the giant GM Motorama at the Waldorf-Astoria before it opened to the public. This was the first time all GM dealers and executives were able to see the exhibit without leaving their business communities. In addition, the telecast introduced to the GM family their new chiefs, Chairman Frederic Donner and President John F. Gordon.

The year 1958 also saw the largest closed-circuit business session ever held, an 80-city International Business Machines meeting Sept. 2 that reached all IBM salesmen and executives in the U.S.

Plymouth Division, Chrysler Corp., beamed an hour-and-a-half national sales spectacular, starring Bob Hope and Lawrence Welk, to 20,000 dealers and salesmen in 42 cities on Jan. 22, 1958. The biggest closed-circuit show of all was the 1958 Tele-Sell in March. It took place simultaneously

in 62 U.S. and Canadian cities, running three evenings. Some 100,000 men and women attended. Those mentioned here are some of the biggest. But, says Halpern, "the shows vary from a single speaker to a musical extravaganza."

Are these intra-company telecasts effective? In answer, TNT reports that in 1958 the Chrysler Corp. presented its eighth closed-circuit telecast, General Motors its fifth, sixth and seventh, IBM its third and fourth, and The Upjohn Co. its seventh.

"The largest major application," Halpern predicts, "will continue to be for sales meetings, though there are many other uses for closed-circuit communications. It is now possible to link 250 cities in a single telecast, and meetings linking more than 100 cities may soon be commonplace."

Leasing Increasing

The practice of leasing plant and equipment is gradually growing among American manufacturing companies, according to a recent survey by the National Industrial Conference Board.

One-third of the companies questioned reported that they now rent more equipment and facilities than they did five years ago. Chief reason cited for renting was to stretch or conserve working capital. But, some companies in a good cash position favor rentals because they:

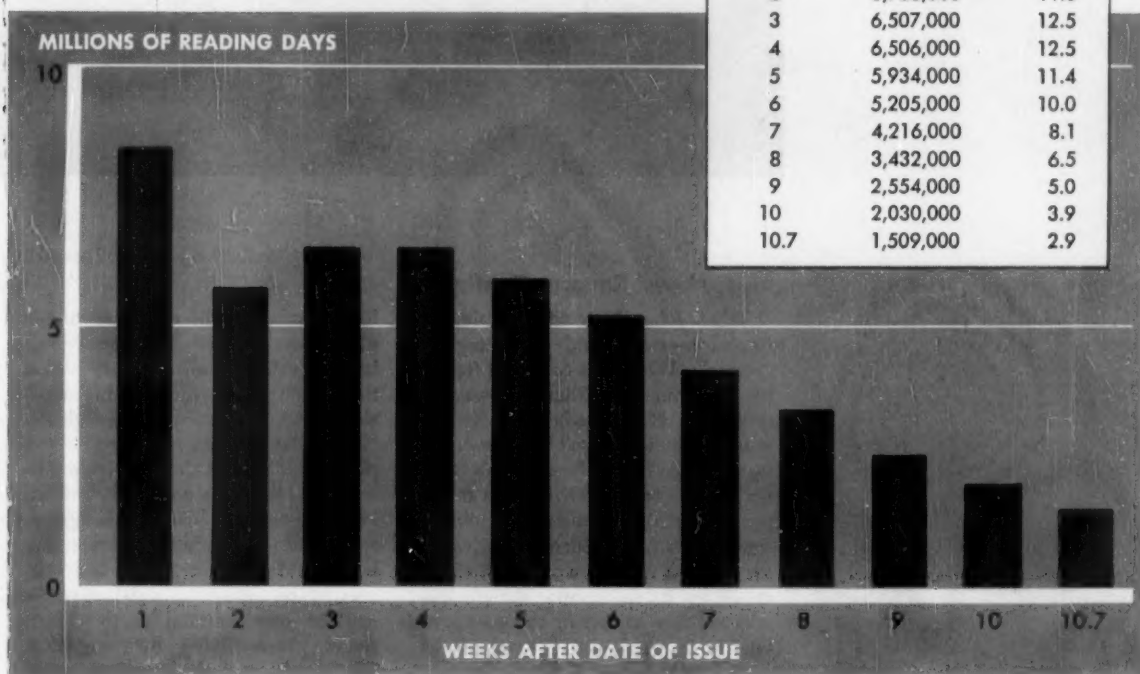
- Provide convenience and flexibility.
- Provide for short-term use.
- Help avoid the danger of obsolescence.
- Avoid the necessity for selling equipment and facilities no longer wanted.
- Eliminate service and maintenance problems.
- Offer tax advantages under certain conditions.

The NICB, in checking the selling practices of 221 companies, found that 127 of them manufacture some products suitable for leasing. Thirty of these are already offering their products on a rental basis and another 10 are considering doing so.

IN MAGAZINES:

IMMEDIATE Impact plus SUSTAINED Reader Interest

A strong indication of any magazine's editorial vitality — and its value to advertisers — is the number of times it's read, and how these readings build up from week to week. Every magazine has a different pattern, of course. Charted below: McCall's pattern of reading days — dramatizing McCall's immediate impact and sustained interest among its readers over eleven weeks.



Source: Report No. 6 from "A Study of Seven Publications", Reader's Digest-Pollitz.

a Marketing Service from **McCall's**
the magazine of Togetherness



THEY'RE IN THE NEWS

BY HARRY WOODWARD



U. S. News' Country Gentleman

When John H. Sweet recently was named president and publishing director for U.S. News & World Report his seven-year-old, Elizabeth, was enthusiastic: "Oh, goody, Daddy—that must mean you haven't got a boss any more!" (Says Daddy—a man's man with a light touch—"Oh, to be a seven-year-old.") Sweet joined the publication in 1946, has been executive vp for the past seven years. Much of the credit for its spectacular growth (circulation has tripled in the past decade) is due to him. His early duties were concerned with circulation, not advertising. Such training, he feels, is a natural for a news magazine career since the reader is of first importance in this field of publishing. . . . A solid 6' 1", with a crew cut of recent vintage to top his 200 pounds,

he's informal. If the other end of the phone says "Hi, boy," you know you have John Sweet on the line. When the punch cards, carrying his experience and abilities, went through the Navy's classification machine, he was picked for an oak desk in "Administration." He'd have none of it, wanted in on the fighting. He got navigation school instead, ended up commuting by a PBM between Miami and Panama. (The monotony was broken by a PBM trip overland to the coast. Army planes flying over signaled, "Get a navigator; the ocean's the other way.") Sweet and his wife live in Montgomery County, Maryland, in a house they've added to three times. In addition to Elizabeth, they have Tony—age 16, who's a junior at his prep school.



Guy Gillette—Lensgroup

Close Shave for Schick?

... No. The once tightly held company is faring well. Yet it has a new owner — Revlon, Inc. And with new ownership it has a new chairman as well as a new president. The chairman is an old Schick hand, Chester Gifford. Like his brother, Kenneth C., he's a former president of the company. The new president: another old Schick hand, returning to the company after some years of absence. He's John J. Reidy, who looks like a Schick model. He started his career with the company in '36, as regional manager. . . . The Giffords present an interesting study in corporation executives: Kenneth, retiring as Schick's president, is married to the widow of Col. Schick, the company's founder. And the Revlon purchase came about when the Kenneth Giffords' agreed to sell their large block of the corporation's stock. . . . The new chairman speaks only when he has something to say. Once he was vp of Avco and president of that corporation's Crosley and Bendix Home Appliances Divisions. He was president of Schick until 1954, had served the company, before that, in executive capacities from 1940, except for a two-year period. (He was vp of Swank, Inc., then.) Reidy formerly was executive vp and general manager of Casco Products Corp.

Have You Met Ben Donaldson?

... you have if you've followed the news at the Advertising Research Foundation, Inc. He's just been elected chairman of its board. Or you may have met him through tractors. For Donaldson used to be responsible for Fordson tractor advertising. (He's now advertising consultant for Ford.) And what is Advertising Research Foundation? It's a non-profit organization comprised of advertisers, advertising agencies and media subscribers. It's dedicated to the improvement of advertising and marketing through objective and impartial research. Just the sort of work Ben Donaldson likes best: He directed writing the history of Ford in World War II—a project of more than 500,000 words. He joined Ford in 1919 in the days when people were still yelling "Get a Hoss"—but getting

Model T's instead. And he handled programs for the company's former radio station, WWI, the second commercial station operated in the U. S. He was one of the nation's first commercial radio announcers. Later he became export advertising manager for Fordson—a period of his life when he was touring the globe. Still later he was named director of institutional advertising for Ford. He's a podium mounter, always delivers a lively, informative speech, no matter what his subject. . . . In 1954 Ford named him director of Institutional advertising. He'd spent the preceding nine years piling up experience for the job while he was director of the office of advertising and sales promotion, sales and advertising staff. He's watched lots of Ford ads go by. And he approved them, too.





"How about that? He called Long Distance just to thank us for our 1958 business!"

This is a business-building idea.

It pays off—in good customer relations *and* in sales. For example, Northwestern Steel & Wire Company, of Sterling, Illinois, called its out-of-town customers a year ago.

"We just thanked them for their business," says the company. "And they were delighted."

Little gestures can make big impressions. Isn't it a good idea to call *your* customers?

Why not do it *today*!

BELL TELEPHONE SYSTEM



LONG DISTANCE PAYS OFF. USE IT NOW...FOR ALL IT'S WORTH!

on surveys on women

In the Dec. 5 issue, page 17 [Significant Trends], you have a paragraph headed "Attitudes of Women on Mattresses." In the first sentence you indicate that this survey was made by the Sealy Mattress people.

It so happens that the Wood Conversion Co. made a very recent survey which is reported in other trade papers. The title of this survey was "Women on Mattresses."

I am wondering whether Sealy made a separate survey or you have improperly given them credit for the survey made by the Wood Conversion Co.

John W. Hubbell

Vice President
Simmons Co.
New York, N.Y.

► We believe that Wood Conversion Co. made a survey and that the Sealy Mattress Co. paid some psychologists to interpret the very intriguing subject of the attitudes of women on mattresses.

hopeful Parker

All of us greatly appreciate the comments on Parker which appeared in your Nov. 7 issue ["Today's Advertising," p. 110].

We are quite proud of the fact that the Parker T-Ball Jotter does seem to outlast most other ball pens now on the market and we hope that in 1959 we will be able to get our light "out from under the bushel."

James A. R. Stauff
Advertising Manager
The Parker Pen Co.
Janesville, Wisc.

pulls those inquiries

We have had many nice things said about us, but we would like to compliment your "Mail Promotion" column for creating an additional demand for our Volume 59, "List 'O' Trades" directory.

You were kind enough to point it out [Sales Management, Sept. 5] as being available to any user of direct mailing to supply pertinent facts regarding research informa-

tion in any particular field as outlined in your column. To date, we have had more than 300 inquiries resulting from that mention.

J. H. Rochow

President
W. S. Ponton, Inc.
Englewood, N.J.

the problem's a toughie

I have just returned from a three-week trip and this is the first time I have seen the service story in your Nov. 21 issue. I think it is a fine job and a real contribution to the solution of a tough problem.

We would like your permission to reprint the article in our Service Beacon.

W. B. Creech

Manager
Electric Appliance Service Division
Westinghouse Electric Corp.
Mansfield, Ohio

► You have it. Go right ahead.

The article on servicing in your Nov. 21 issue ["Servicing: The Kink that Kills Sales," p. 46] should, I believe, prove extremely useful in reminding all concerned of the vital importance of servicing all across the board.

Kenneth B. Willson

President
National Better Business Bureau, Inc.
New York, N.Y.

good to the last page

Brought the "new" Sales Management home last night and, honest injun, couldn't drop it until I hit Mike Hughes page. It's terrific!!

Andy Flanagan
National Advertising Manager
Newark News
Newark, N.J.

sales activities in Canada

Re your Nov. 10 issue, "Marketing on the Move." We, of course, are particularly interested in not only the article, "Is the U.S.-Canadian Border a Marketing Barrier?"

(continued on page 27)



Though "K" gets a Kick
From assuming this pose,
He feels it's immodest
To wear so few clothes!

Of course, it's false modesty. Nothing can really cover up KHJ Radio's FOREGROUND SOUND. It's been winning agency and client friends for more than 36 years. And the New Year promises to be no exception.

1959 is still a babe in arms, but KHJ Radio, Los Angeles, is an old hand at building cumulative audience through programs beamed at the wide variety of mature, adult tastes that make up America's 2nd market.

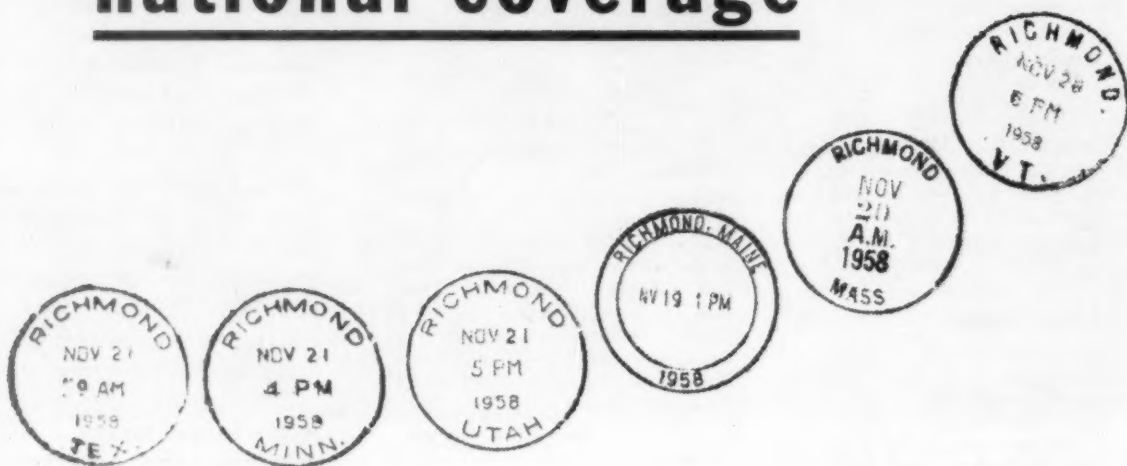
KHJ's listener loyalty to both programs and advertisers proves that auld acquaintance is not forgot. (And neither is the loyalty of our auld advertisers at renewal time.)

The naked truth is that KHJ's Foreground Sound is programmed to satisfy the variety of tastes that make up the Greater Los Angeles area.

KHJ
RADIO
LOS ANGELES
1313 North Vine Street
Hollywood 28, California
Represented nationally by
H-R Representatives, Inc.

The postmarks are actual reproductions

Grit goes to Richmonds all over the map to help give you balanced national coverage



Many magazines with good metropolitan-area coverage will reach the Richmondites of Virginia. But for total marketing success you must sell the people in 21 other Richmonds—most of them non-suburban small towns where conventional mass media are weakest. Only one national publication—Grit—concentrates on small towns, is avidly read

in 16,000 of them each week. That's why you need Grit to help provide *balanced national coverage*. It costs little to add Grit to any schedule, and Grit is worth more than the little it costs.

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott, Inc. in New York, Chicago, Detroit, Philadelphia, and by Doyle & Hawley in Los Angeles and San Francisco



[p. 100], but also in the survey of sales activities in the 123 leading Canadian cities listed.

This survey is excellent information for our automotive sales managers across Canada. If it is your plan to publish the survey periodically, we would like to arrange with you for extra copies (about 25 in all) for mailing to our people.

R. A. McVey
Modern Sales Limited
Toronto, Ont.

week-end reading

May I congratulate you on a very excellent Nov. 10 issue, "Marketing on the Move."

A good deal of my past week-end has been spent reading and re-reading many of your articles, and I am anxious to get your magazine circulated among my colleagues in the office as quickly as possible.

At the same time, I am looking forward to getting it back for ready reference in the months to come.

K. V. Gadd
Sales Manager, Grocery Products.
The Quaker Oats Co.
Peterborough, Ont.

it's what's inside that counts

Although I approve heartily of your new package, exemplified by your Dec. 5 issue, I am far more impressed with the excellence of the product you keep putting in your package!

Earl H. Kruse
Howard H. Monk & Associates,
Inc.
Rockford, Ill.

no doubt about it

We're glad to be welcomed to your list of subscribers.

The few issues we have received thus far have proved beyond a doubt that your magazine can be a great aid to our firm in the marketing of our product.

Arnold R. Tolkin
Sales Manager
Style Undies, Inc.
New York, N.Y.

1958 TOP TEN BRANDS Consumer Inventory
now available upon request

THERE IS ONLY **ONE** WAY TO REACH THE **AKRON BEACON JOURNAL** **AREA OF INFLUENCE**

A One Billion 350 Million Dollar Market

Akron, the biggest ONE Newspaper Market in the nation, is also Ohio's most concentrated area of great industrial names. For only 40c per line, daily or Sunday, you can do a complete job of selling the area. There is no substitute.

ROP Spot or full color available in all issues.



Population 719,435
Families 213,048
Total Buying
Power \$1,349,384,000.
Total Retail
Sales \$ 958,138,000.
Food Sales \$ 238,114,000.
Gen. Mdse.
Sales \$ 132,837,000.
Fr-H-R Sales .. \$ 44,996,000.
Automotive
Sales \$ 205,680,000.
Drug Sales \$ 29,035,000.

Source 1958 Sales Management
Survey of Buying Power

NEWSPAPER COVERAGE		
DAILY	Circ.	% Cov.
Akron Beacon Journal	159,532	74.9%
Cleveland Plain Dealer	21,596	10.0%
Cleveland Press	7,523	3.5%
Cleveland News	2,081	0.9%
SUNDAY		
Akron Beacon Journal	160,139	75.0%
Cleveland Plain Dealer	21,179	9.0%

Source March 31, 1958
A. B. C. Audit Statements

AKRON BEACON JOURNAL

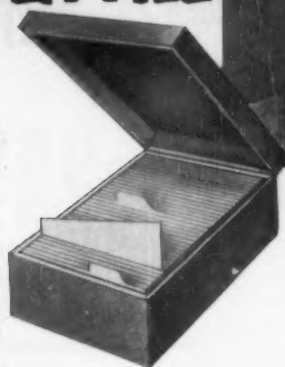
"Ohio's Most Complete Newspaper"

JOHN S. KNIGHT, Publisher

Represented by STORY, BROOKS & FINLEY

E. B. Weiss MERCHANDISING IDEA FILE

places hundreds of
merchandising ideas
at your finger tips



"There has been no analytical service devoted exclusively to tested merchandising ideas. Merchandising Idea File fills that void."

IDEAS...on price lining
IDEAS...on private brands
IDEAS...on trading up
IDEAS...on model-stock plans
IDEAS...on in-store display
IDEAS...on premiums—coupons
IDEAS...on loss leaders
IDEAS...on trade allowances
IDEAS...on disposing of old models
IDEAS...on new distribution trends
IDEAS...on related-item merchandising
IDEAS...on changing the sales unit

IDEAS...on minimum order plans
IDEAS...on handling returns
IDEAS...on seasonal problems
IDEAS...on store fixtures
IDEAS...on new items
IDEAS...on the guarantee
IDEAS...on trade-in plans
IDEAS...on demonstrations, tests
IDEAS...on fads and many, many more.

HERE ARE THE DETAILS

1. Each month we report and analyze 30 currently used and broadly usable merchandising ideas.
2. Each idea is covered in about 200 words—30 seconds reading time per idea.
3. Each idea is printed on a separate **pocket-sized card**—30 cards in each monthly packet.
4. Each card is indexed for **filing**.
5. A file box (adequate for over 1,000 ideas) and a filing system is provided.
6. No editorials; no theories—nothing but currently used merchandising ideas from every merchandise classification.
7. Each idea is not merely reported—but analyzed, interpreted, its **broader use** suggested.
8. Ideas are examined **critically—weaknesses** as well as virtues are covered.
9. 360 top merchandising ideas a year (plus a \$10 file box) for \$37.50 annually. If you're not pleased in 3 months—a full refund.

Subscribers include:

The American Tobacco Co.
Johnson & Johnson Co.
McCann-Erickson, Inc.
Four Roses Distillers Co.
Young & Rubicam, Inc.
James Lees & Sons, Inc.
Bulova Watch Co.
H. W. Ayer & Son, Inc.
Colgate-Palmolive Co.
Campbell Soup Co.
J. Walter Thompson Co.
General Electric Co.
Thomas J. Lipton, Inc.
Kudner Agency, Inc.
General Foods Corp.
Bristol-Meyers Products Div.
Cunningham & Walsh
Goodyear Tire & Rubber Co.
Armour & Co.
Curtiss Candy Co.

merchandising idea file, 551 Summer St., Stamford, Conn.

Please enter my subscription to MERCHANDISING IDEA FILE for one year at your subscription price of \$37.50

name _____

title _____ company _____

address _____

city _____ zone _____ state _____

☐ bill company

☐ bill me

Supply my

FREE

leatherette covered desk
top file box in

☐ brown

☐ black

☐ maroon

☐ green

For 1959—Record-Breaking High Sales

- ▶ GNP will jump 8.3%, to \$474 billion
- ▶ Expenditures for new plant and equipment will rise 7%, to \$33 billion
- ▶ Personal disposable income will increase 6%, hitting \$329 billion
- ▶ Sales of durable goods will go up 16%, rocketing to \$43 billion
- ▶ And, the consensus of Sales Management's Future Sales Ratings Board is that consumer prices will rise only 1.8% this year. In other words, 1959 will be a beauty!

By PETER B. B. ANDREWS
Chairman, Future Sales Ratings Board

IN SPITE OF concern expressed over continued high unemployment, excess capacity in many plants, and tightening money rates, Sales Management's Board of Analysts of Future Sales Ratings predicts a year of strong new highs in business for 1959. Average expectation is that the nation's total spending for goods and services in this new year will exceed that of 1958 by 83%, approximating a total of \$474 billion. Majority sentiment of the Board indicates, too, that an even greater gain than this is likely if a bigger and superior job is done in merchandising, promotion, advertising and selling, not only by the manufacturer but through the entire distribution process, including the retailer.

Expenditures for new plant and equipment declined in 1958, but they still were historically large, at \$31 billion; for 1959 the Board estimates a 7% rise in such spending, to more

than \$33 billion. Accordingly, the production potential will be enormous; there will be plenty of goods to sell, and the primary basis for new high records therefore will not be lacking. The Federal Reserve Board index of industrial production is expected to average 148 for 1959, a gain of better than 9% over the 1958 average.

With purchasing power likewise at a record, there remains only the force of greater marketing effort to make 1959 a record-breaker. Personal disposable income, after taxes, of the public is expected to hit an unprecedented peak of about \$329 billion in 1959, a rise of 6% over 1958. Personal consumption expenditures are expected to rise approximately an equal amount—up about 6% over 1958, to about \$308 billion, another outstanding new high. Personal consumption expenditures in 1958 were about 2.1% over 1957—slightly under Future Sales

Rating Board's estimate of a 2.7% gain.

In 1958, durable goods sales were severely depressed, led by the auto sales drop, but for 1959 the Board visualizes them as in the forefront of a boom year. A rise in spending for durable goods to about \$43 billion for 1959, a new high of 16% over 1958, is foreseen, while non-durable goods spending is expected to surpass \$148 billion—up about 4% over 1958. Another jump in spending for services (a strong spot in the 1958 record) is anticipated, bringing that important sector above \$117 billion for 1959, a rise of 5% over 1958.

Impressively, too, these gains are expected to be taking place at a time when the percentage gains in the consumer price level may be much smaller. The Board's consensus indicates only a 1.8% rise in consumer prices in 1959 over 1958. That would

improve discretionary spending power for a wide variety of consumer goods and services.

Optimism of the Sales Management Board is indicated by the fact that the majority of the 114 leading industries of the United States, listed on the opposite page, are rated four stars or better. The winter consensus of re-analysis by this 309-man group of economists, statisticians and marketing men, on these industries' sales potentials brings, for the first quarter of 1959, increased ratings for 54 industries, with no decreases. For the full year 1959, the consensus shows increased ratings for 28 industries, with no decreases. Some industries, bursting their seams, have had their size ratings raised. These include air conditioning, atomic energy, auto service and parts, residential building, glass and materials, meats, and rock products.

Bases for high ratings

Current and prospective income and savings are at record highs; purchasing power has never been greater and will advance additionally in 1959 under improving employment. Wage

raises seem likely to be a minimum of 5% over 1958, and the rise in the labor force may be exceeded by the increase in employment over-all.

Higher hourly wages and relatively stable living costs have given most workers their greatest gain, postwar, in purchasing power. Disposable personal income, after taxes, averaged about \$311 billion in 1958. This year it is expected to hit \$329 billion. That compares with \$305.1 billion in 1957, \$290.5 billion in 1956, \$274.4 billion in 1955 (the record automotive-sales year), \$207.7 billion in 1950, \$150.4 billion in 1945 and \$70.4 billion in 1939.

► Consumers are showing their confidence by record-breaking spending and spending plans; even so, their liquid assets have climbed to new heights. Individuals now own a total of \$487 billion of savings reserves of various kinds, including cash, bank deposits, savings and loan shares, insurance cash-in value, and Government securities. On the other hand, consumer debts are by no means small, but they are in good balance with assets. The debts include about \$100

billion mortgage debt, \$44 billion consumer credit outstanding and \$4 billion securities loans—for a total of \$148 billion. That still leaves a record-breaking net equity of consumers at \$339 billion. That compares with \$335 billion a year ago, \$330 billion at the end of 1956, \$306 billion at the end of 1953 and \$71 billion at the end of 1939.

The enormous total of these over-all savings is supplemented by additional spending power, much of which is of a discretionary nature and therefore subject to sales-crystallization by increased and ingenious advertising and selling. This additional buying power consists of more than \$300 billion of individuals' holdings of corporate securities. Added to the \$339 billion net equity of consumers, the \$300 billion-plus of stock and bond holdings raises total reserves of individuals to more than \$639 billion. The significance of this figure is that it is 300% of the annual retail sales of all goods. And that, too, is in addition to disposable earnings, which the Board expects to approximate \$329 billion for 1959, or about 150% of the retail

(continued on page 63)

SELL LIKE '60' IN '59

1959 will be a good business year . . . over-all. The Sales Management 309-man Future Sales Ratings Board, so accurate last year, [7/4/58, "The Recession Is Over!" etc.] predicts an average gain of more than 8%.

But the individual industry and the individual company can't rest on the averages. People can make more, and spend more, and yet buy less of your type of product. As a matter of actual fact, the 1957-1958 recession was marked not so much by a curtailment of spending as it was by an alteration in the spending pattern, with more money going for backyard pleasures and water sports, less for keeping up with the Joneses, for example.

The Board predicts a rise in discretionary spending—but note well the accent on discretionary. Consumers are pretty well stocked; they can probably stagger along

without you. There won't be any scarcity, panicky buying. Our expanded plant capacity assures that.

With a better "climate," with more jobs, with higher incomes, there will be more sales opportunities. But not necessarily more sales for you or for us unless we "sell like sixty," as the old saying used to go (prior to 600-mile jets). As the Board puts it, gains must be predicated on doing "a bigger and superior job in merchandising, promotion, advertising and selling."

There's a second interpretation to "Sell Like Sixty": This year's selling should be closely tied in with next year's goals. A good marketing program flows like a swiftly coursing stream, ever-widening, ever-deepening. Calendar-conscious selling tends to dam the stream, slow its flow, arrest its progress, and especially is this true of "fourthquarteritis," that marketing millstone devised by financial heads to make a year-end "showing" for stockholders. (See page 7 for "Nuts . . .")

FUTURE SALES RATINGS . . . for Jan. 1959

In the 114-industry table below, the sales prospect rating has just been raised when the arrow ↑ next to the ★ points up. The arrow ↓ pointing down means the rating has just been decreased. All other ratings are unchanged from the previous quarter.

How to Read the Table

Key to Relative Size Ratings

(By Industry sales volume)

- A—\$10 Billion and Over
- B—\$7 Billion to \$10 Billion
- C—\$4 Billion to \$7 Billion
- D—\$2 Billion to \$4 Billion
- E—\$1 Billion to \$2 Billion
- F—One-Half Billion to \$1 Billion
- G—Under a Half-Billion Dollars

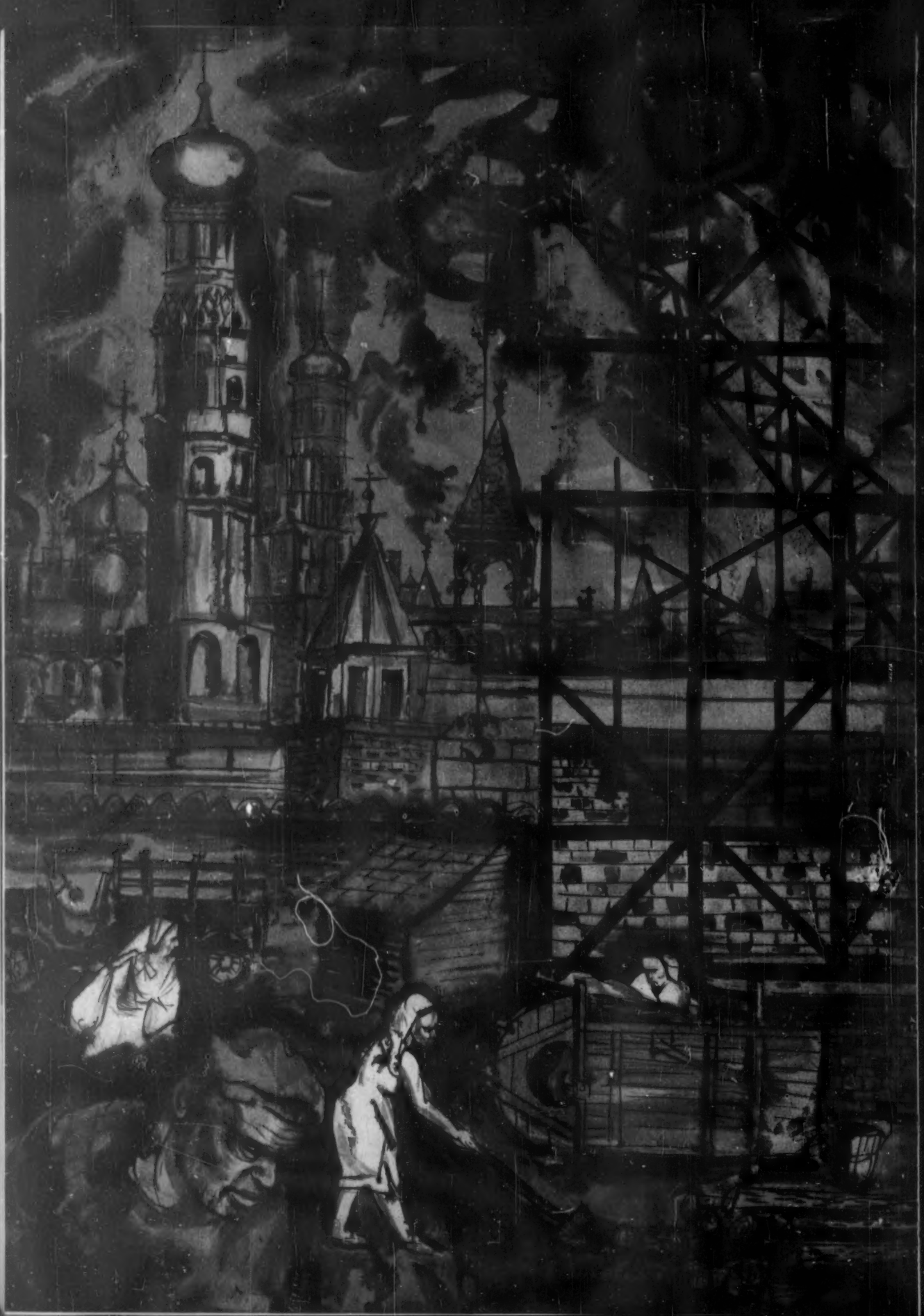
Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)

- ★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★ —Good (Medium) Relative Outlook
- ★★ —Fair Relative Outlook
- ★ —Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 1st Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 1st Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	A	★★★★	★★★★	Luggage	G	★★★	★★★
Air Conditioning	D	↑★★★★	★★★★	Lumber & Wood Products	A	★★★★	★★★★
Air Transportation	E	★★★★	↑★★★★	Machine Tools	F	↑★★★★	★★★★
Aircraft Sales	C	★★★★	★★★★	Machinery (Agric.)	E	★★★★	★★★★
Atomic Energy	F	★★★★	★★★★	Machinery (Ind'l.)	B	↑★★★★	★★★★
Auto Sales (New)	A	↑★★★★	★★★★	Materials Handling	D	★★	★★★★
Auto Sales (Used)	E	★★★★	★★★★	Meats	A	★★★★	★★★★
Auto Service & Parts	A	★★★★	↑★★★★	Medical and Dental Care	C	★★★★	↑★★★★
Auto Tires	E	↑★★★★	↑★★★★	Metal Containers	C	★★★★	★★★★
Baking	D	★★★	★★★	Metals (Non-Ferrous)	E	★★★★	↑★★★★
Banks (Revenue)	E	★★★	★★★	Motion Pictures	E	★★★	★★★
Beer	C	★★★	★★★	Musical Instruments	G	★★★★	★★★★
Boating	D	★★★★	★★★★	Office Equipment	C	★★★★	★★★★
Building (Heavy)	A	↑★★★★	★★★★	Oil Burners	E	★★★★	↑★★★★
Building (Residential)	C	↑★★★★	★★★★	Oil (Cooking)	G	★★★	★★★★
Candy & Chewing Gum	E	★★★★	★★★	Oil Equipment	D	↑★★★★	★★★★
Canned Fruits & Veggies	E	★★★★	★★★★	Packing & Containers	E	★★★★	★★★★
Cereals	G	★★★★	★★★★	Paint	E	↑★★★★	★★★★
Chemicals	A	↑★★★★	★★★★	Paper & Products	C	★★★★	★★★★
Cigarettes	C	★★★★	★★★★	Personal Care	D	★★★★	★★★★
Cigars	G	★★	★★	Photographic Supplies	G	★★★★	★★★★
Clothing (Men's, Women's & Children's)	A	★★★★	★★★★	Plastics	E	★★★★	★★★★
Coal (Anthracite)	F	★★	★★	Plumbing & Heating	C	↑★★★★	★★★★
Coal (Bituminous)	D	★★	★★★	Printing & Publishing Equip.	F	★★	★★★★
Coin Machine Sales	E	↑★★★★	★★★★	Radios	D	★★★★	★★★★
Commercial Printing	E	★★	★★★	Railroad Equipment	B	★★★	★★★★
Cosmetics	E	★★★★	★★★★	Railroads	E	★★★★	★★★★
Cotton Textiles	A	↑★★★★	★★★★	Refrigerators	A	★★★★	★★★★
Dairy Products	D	★★★★	★★★★	Restaurants & Bars	E	★★★★	★★★★
Department Stores	A	↑★★★★	★★★★	Restaurant Equipment	D	★★★★	★★★★
Diesel Engines	E	↑★★★★	★★★★	Rock Products	D	★★★★	★★★★
Dinnerware	E	★★	★★★	Rubber Products	F	★★★★	★★★★
Drugs & Medicines	C	★★★★	↑★★★★	Security Financing	F	★★★★	★★★★
Dry Cleaning	E	↑★★★★	★★★★	Shipbuilding	C	★★★★	★★★★
Education	F	★★★★	★★★★	Shoes	G	★★★	★★★★
Electrical Eq. (Industrial)	D	↑★★★★	★★★★	Silk Textiles	G	★★	★★★★
Electrical Eq. (Consumer)	C	↑★★★★	↑★★★★	Silverware	E	★★	★★★★
Exports	A	★★	★★	Soap	F	★★★★	★★★★
Farming	A	★★★★	★★★★	Soft Drinks	C	★★★★	★★★★
Flour	D	★★★★	★★★★	Sports & Sporting Goods	E	★★★★	★★★★
Food Processing	A	★★★★	★★★★	Steel & Iron	A	↑★★★★	★★★★
Furs	G	★★	★★	Sugar	E	★★★★	★★★★
Gasoline & Oil	C	★★★★	★★★★	Surgical Equipment	G	★★★★	↑★★★★
Glass & Materials	D	★★★★	↑★★★★	Synthetic Textiles	E	★★★★	★★★★
Government Procurement	A	★★★★	★★★★	Television	E	↑★★★★	★★★★
Groceries	A	★★★★	★★★★	Toothpaste & Mouthwashes	G	★★★★	★★★★
Hardware	D	↑★★★★	★★★★	Toys & Games	E	★★★★	★★★★
Hotels	D	↑★★★★	↑★★★★	Trailers (Auto)	G	↑★★★★	★★★★
House Furnishings, Floor Coverings, Furniture, etc.	B	↑★★★★	★★★★	Travel & Vacations	A	↑★★★★	★★★★
Household Products (Misc.)	C	↑★★★★	↑★★★★	Travel Overseas	D	↑★★★★	★★★★
Imports	C	↑★★★★	★★★★	Trucks	C	↑★★★★	★★★★
Installment Financing	C	★★★★	★★★★	Utilities (Electric)	D	★★★★	★★★★
Insurance	A	★★★★	★★★★	Utilities (Gas)	G	★★	★★★★
Jewelry & Watches	E	↑★★★★	★★★★	Utilities (Telegraph)	D	★★	★★★★
Laundries	F	★★	★★★	Utilities (Telephone)	C	★★★★	★★★★
Liquor (Alcoholic)	C	★★★★	★★★★	Vacuum Cleaners	G	★★★★	★★★★
				Washers (Household)	F	★★★★	★★★★
				Woolens & Worsted	D	★★	★★★★

Note: Future Sales Ratings are especially copyrighted by SALES MANAGEMENT, 630 Third Avenue, New York 17, N. Y.



What Makes a Russian Manager Tick?

- How soon will he need salesmen, too?
- What do the Russians fear from full production?
- Why are chocolates, and inside plumbing that works, "cultured"?

By CAROLINE BIRD

MY GREAT-GRANDFATHER laid out the city of Madison, Wis., cut down a Bunyanesque number of pine trees, and built the state's first capitol. Today he seems to lean out of his picture on my New York City apartment wall, faded but hard as nails over a gold-headed cane, the better to look straight through you. If I found myself in a fight I'd hope to have him on my side, but I'm not sure he'd stick even to his own great-granddaughter.

To me he stands for an indigenous American type, inhabiting the nineteenth century, that I call the Old Mill Owner: sweaty, self-denying, insensitive, shrewd, acquisitive, future-minded, and hell-bent on production.

The Old Mill Owners were tough gents. They live today only in portraits on the walls of board rooms and it's a good thing they can't get out of their frames. If they could, they might drive the sweet-talking organization boys out of business. Luckily, however, they are all dead.

Or so I thought. This June I talked with a half dozen of them—through an interpreter, in Moscow. The Old Mill Owners are still alive and they are not on our side. If we ever have to fight them, they will have the moral drop on us because they closely resemble our great-grandfathers.

My great-grandfather would have approved of them, and I couldn't help silently cheering them on. To begin with, the Russian managers I met work. They are paid by no-nonsense piece rates on bonuses shamelessly based on output which would embarrass the daylights out of any American manager called upon to administer them. After "wartime communism" the Soviet Union adopted the sensible old American principle "he who works best, eats best," and

has stuck to it ever since. We have not.

The Soviet people accept payment on the basis of production because they live in a world of scarcity where it is patently more blessed to produce than to consume. They patch their best pants and wear pajamas at home to save the patches. They are making a virtue of self-denial—even in sex—in a way that uncannily recalls the morals of the period when the United States was an agricultural country accumulating the capital for industrialization. And like that transition generation of my great-grandfather, they look naturally for their reward in the future. It goes without saying that the engineers, the men who "understand production," are at present more valuable than salesmen.

► As late as World War II, the Pentagon could call in the presidents of the major automobile manufacturers, show them an aircraft part, and have several compute right then and there how many they could make in the factories a month. Maybe some automobile presidents could still do it, but the chances are that most of the managers with titles warranting such a bid would have to phone pretty far down the line in Detroit to find anyone who carried machine capacities around in his head. The men who lead so many of our great make-and-sell enterprises are now salesmen, not engineers.

In Russia there are really no salesmen. The closest thing to a Madison Avenue type is the *tolkach*, or pusher, a charmer whose persuasive skills are applied to buying, not selling. His function and style recall the expeditors who flourished briefly in wartime Washington. There are also misfits so

benighted as to attempt to sell their place in line before a store reputed to have something to sell. Both are Soviet criminals, guilty of the sin of "speculation."

Like most of the Soviet elite, the managers I interviewed in Moscow are engineers. In desperation, I sought and obtained an audience with Comrade Kamenev, Director of GUM, the state department store across Red Square from Lenin's tomb, which does a bigger volume a year in ten-cent rubles than Macy's of the Red Star trademark on Herald Square in New York City. GUM is the showcase of the Soviet Union, a sort of museum of the future, and people flock to it from all over the big country to gawk and to buy.

Selling was no problem to Comrade Kamenev. He told me that he could sell many times his present volume if only he could get the goods. And he was doing something about it. He has a large staff of engineers who scour the factories of the Soviet Union snooping for scrap metal or "reserves" that can be made up into something GUM can offer for sale.

Word of the arrival of durable goods is closely guarded and passed on as a favor to friends. Once it leaks out, a line forms outside GUM at dawn. Comrade Kamenev was quite embarrassed about this line. On my next trip to Moscow, he promised, there would be enough for everyone. This, he assured me, was no idle boast. The Soviet Union was now able to afford consumer goods and soon would have everything we had. Outside his window, as everywhere in Moscow, I could see giant cranes hurrying apartment buildings up. "You think we look shabby," he accused. "But not for long. You will see."

Something stiff about him recalled the man on the gold-headed cane—my great-grandfather—and I felt there was something that had happened to me and my ancestors that he ought to know. So I made a stab at it.

► "Look, I don't think you're shabby and if the people in Moscow don't have everything, they have more than my great-grandfather did," I told the astonished interpreter to tell him. "He was born in a log cabin just like the ones you are trying to hide behind the facades of those new buildings going up, but he didn't die in one. You people are like him and you are going to have everything we have and you ought to get it faster than it took us because you've got our experience to go by. What I want to know, is this: When you get it, as we have, what are you going to do with it?"

I was thinking, of course, of the thundering gadgets in my kitchen that are more nuisance than help; of the burden that consuming puts on American women; and of the lack of what my great-grandfather would call work. I may have been thinking, too, of the inexorable drip, drip of some of the commercials and the demoralizing waste of staff time in every office I've ever known in New York.

Obviously, he could not read my mind and I was not about to explain. But he is an intelligent, alert observer and I could see him straining to catch the point. Finally, he got part of it.

"When we have everything?" he queried. "No problem. We will make new things. There is no end to good. There is always progress. We will make better things, things our inventors have not yet invented." He ended on the religious note you expect of a sales manager predicting markets on the moon. The solution to full production, he was saying, is more production.

When I got back to New York and to John Kenneth Galbraith's best seller, "The Affluent Society," I realized that Comrade Kameney was as much under the delusion of the Conventional Wisdom as we are. According to Galbraith, the Conventional Wisdom says that the important thing is to grow food for the hungry and make clothes for the naked because the poor are always with us. The trouble with it, says Galbraith, is that we in the United States have become too affluent to afford the Conventional Wisdom. Our problem is the reverse. We have goods running out of our ears. What Comrade Kameney doesn't realize is that human wants are not limitless. They have to be created as cleverly as the goods themselves. When that time comes, production is no longer morally good because there are so many people who need things. It is morally good because society is organized around production and the Conventional Wisdom can't imagine any other way to relate people to each other.

You don't have to tell a hungry man he needs bread, and that's where the Russians are now. But in the summer of 1958, U. S. advertising dollars were spent urging people to "Buy Now!"—not because they need cars, nor even because they might want cars, but in order to keep people in Detroit employed.

When an economy gets to this point, the salesman emerges as saviour and is rewarded and respected accordingly. But he also carries the uneasy burden we dimly perceive as the ratcheted rat race. Galbraith defines this "Dependence Principle"—consumption depends on production instead of the other way around—in terms which recall his service as an editor of *Fortune* rather than his more recent tenure on the Harvard University faculty:

► "Were it so that on arising each morning a man was assailed by demons which instilled in him a passion sometimes for silk shirts, sometimes for kitchenware, sometimes for chamber pots, and sometimes for orange squash, there would be every reason to applaud the effort to find the goods, however odd, that quenched this flame. But should it be that his passion was the result of his first having cultivated the demons, and should it also be that his effort to allay it stirred the demons to ever greater and greater effort, there would be question as to how rational was his solution."

Demons subliminally whispering a thirst for orange squash as we sleep are the least of the evil, Galbraith goes relentlessly on to say. They fill our minds to the exclusion of things we do want which aren't made by machines and do not provide commissions for salesmen. The Conventional Wisdom, traditionally opposed to taxation, treats all the benefits which must be created by collective effort as unworthy. Schools, roads, hospitals, and public order are second-class goods. The result is a disparity we do not notice because the Conventional Wisdom blinds us to it. Galbraith opens our eyes:

"The family which takes its mauve and cerise, air-conditioned, power-steered, and power-braked automobile out for a tour passes through cities that are badly paved, made hideous by litter, blighted buildings, billboards and posts for wires that should long since have been put underground. They pass on into a countryside that has been rendered largely invisible by commercial art. (The goods which the latter advertise have an absolute priority in our value system. Such aesthetic considerations

In Russia They Scoffed!

Caroline Bird, born in New York City in 1915, is a grandma. (Her one daughter has had one daughter but "I hope she'll better my record.") The Russians wouldn't believe that this pretty woman—whose incisive, witty articles have appeared in almost every top American magazine—could be a "Babushka." Miss Bird (her professional name) is a Vassar product and won her M.A. at the University of Wisconsin. She's an important cog at the public relations firm of Dudley-Anderson-Yutzy, says she's had all sorts of titles, during her decade of service there, but likes "staff writer" best. In recent years she's written several devastating articles on business for *Esquire*: One, "Breaking the \$20,000 Barrier," turned a searchlight on the scramble for big money in big business. A second, "The Big White Company Schoolhouse," hinted in typical Bird-fashion that executive training programs might easily be an invasion of industrial privacy. In February, *Esquire* will publish her "How to Get Ahead in Russia." She likes to write about business as an institution; deep-seated economics bore her. She's a charter member of the Society of Magazine Writers, "assists" in teaching a class at Columbia's Teachers College. At home she's a stereophonic sound addict, "ruins a piano every now and then attempting to play it."

as a view of the countryside accordingly come second. On such matters we are consistent.) They picnic on exquisitely packaged food from a portable icebox by a polluted stream and go on to spend the night at a park which is a menace to public health and morals."

I'm sure Ken Galbraith wasn't thinking of Moscow when he wrote this trenchant paragraph, but if you turn it around, it's a good description of the place. For instance:

In Moscow it's the apartment without an electric vacuum cleaner that is dirty and the street swept by women with crude brooms that is scrupulously clean. The penalty for dropping one too many butts on the sidewalk, incidentally, can be jail at night and streetcleaning duty at the scene of the crime during the day.

► Traffic is scrupulously ordered, but the cars are few and far between: The streets have been broadened for the automobile age by wholesale demolition of blocks of slums, but Muscovites travel to work in a subway which bears about as much relationship to its counterpart in New York as a Lincoln Continental to a Model T Ford.

Outdoor signs are few in Moscow, and they exhort not to the eradication of halitosis, hidden hunger, nervous tension, unruly hair or washday blues but to the production of heavy machinery or migration to the virgin lands of Siberia for a life of virtuous toil. The young men and women portrayed in them probably stink with sweat. The women wear the neat plain housedresses my great-grandfather extolled as the proper garment for an honest woman, and wear on their faces the lofty, determined expression our artists reserve for portrayals of the drivers of covered wagons.

There is advertising, but you have to hunt for it. Once in a while the Moscow newspapers carry a modest paid notice announcing that a shipment of raincoats has arrived in GUM. That emporium, incidentally, spends less than one percent of its huge sales attracting customers.

As for the public parks, they're beautiful—and safe. No vulgar hawkers in the permanent Agricultural Exhibition where students and soldiers off duty go for a free load of culture. For the thirsty the state provides sparkling fruit water and ice cream sold by white-gowned women whose hair is dutifully covered by the gear of a Red Cross nurse. Glasses are sterilized in an automatic glass washer of the type our public health officials can't seem to get installed in



"NEW 1959 CHAIKA . . . \$10,000"

The Russians, as Caroline Bird puts it, worship the man who "understands production." But they haven't been able to venerate him to the point where automobiles are anything but rarities in the USSR. Russia is making a few "people's cars." But the "people" who get them are bureaucrats and—yes, they exist in Russia—capitalists. And the biggest of that big country's autos is the Chaika. Cost: \$10,000!

A national magazine, *The Saturday Evening Post*, is spotlighting that fantastic price for a car that, from appearance at least, is merely a warmed-over Packard, to give a boost to American automobile dealers and manufacturers.

In January the *Post* will launch an ad campaign scheduled to reach more than 50 million readers through Curtis Publishing Co. magazines. On Jan. 3, the *Post's* ad—a full page—will break the campaign. Full-page ads will also run in *Holiday*, *Ladies' Home Journal*, *The American Home* and in 200 newspapers from coast to coast.

The ads will be identical. Headed, "New 1959 Chaika . . . \$10,000," the page features a picture of the Russian car. Theme of the copy: The average Russian has only one dealer, the Government. If he has the money to buy a Chaika—and the price represents three or four times his annual salary—he must wait at least two years for delivery. Russian mechanics, says a footnote, hardly measure up to their American counterparts. They test antifreeze by tasting the radiator water!

Says Peter E. Schruth, vp and advertising director of the *Post*: "We're trying to spotlight the importance of the automobile industry and its dealers."

soft drink stands here. As for public morals, there's not a "necker" in sight, and a notebook I left on a bench was waiting for me at my hotel when I got back. I've been told that Muscovites are prudish about sex, but they may simply lack a place to be anything else, one of the drawbacks of emphasizing goods and services for the benefit of the public rather than for the individual.

No, even a Harvard professor would not like life as earnest and as public as this. And there is some reason to believe that the Muscovites are almost as restless with the over-emphasis on

production as our intellectuals are uneasy with our over-emphasis on consumption. A Russian-speaking American I met in Moscow said he could clean up if he could smuggle a million copies of Micky Spillane into the country. *Stilyagi*, or style chasers, are berated in the press with the loving attention to detail of an old maid describing the girl next door saying good-night to her boy friend. Their crime: They wear cowboy shirts, nylon clothing and listen to jazz records. One *stilyagi* who didn't get into the papers had made himself a pair of transparent plastic shoes fitted with battery-

operated colored lights which went on when the sole hit the pavement.

Mad frivolities, like this are pursued by the young with all the fervor of illicit love, which is one glamour advertising can never bestow. If you offer a Muscovite a pair of stretch stockings or an inexpensive piece of costume jewelry he refuses on the ground that he has plenty of that stuff at home. But an English-speaking university student became friendly enough with a man in our party to accept the shirt off his back. The transaction cleared up a point that had troubled me: The clothes you see on the streets are not as shabby as they look. They simply don't fit.

As I looked at the crowds one day, it struck me that the whole country is like a small town dressed up for Sunday and desperately afraid of looking out of place in its unaccustomed clothes. There is one thing that Soviet citizens want even more desperately than new clothes and that is "culture." It takes a long time to understand exactly what "culture" means. Chocolates are "cultured," giving your seat to a lady in the Metro is "cultured," lipstick is now "cultured," the vacuum cleaner in the Metropole Hotel is "cultured," wearing a fresh shirt is "cultured." So are machine tools, telephones that work, and inside plumbing.

► Culture, a rather formidable word to us, seems to mean know-how in consumption. The Russians are afraid that when they get the goods, they won't know what to do with them. Take wrist watches, for instance. They are now so plentiful that many doting parents are buying them for grade-school children who don't know how to tell time. A press campaign has been devoted to the lesson: Children should not be given things that are above their "cultural level"; first teach the child the value of time, then give him a watch.

It reminds you of the unprintable stories, now long obsolete, of the difficulties the farmhand had with the object known as a water closet. We had a whole generation of immigrants who had to learn to use the things the Old Mill Owners produced, and education for consumption is still a problem.

In this country, we urbanized the farmer not only through the public schools, but through the movies, the magazines, the newspapers, the department stores, and the ads. Even the ubiquitous Fuller brush man did his bit.

When the Russians get everything we have they'll need salesmen, too. ♦

Not a "Nyet" in a Washload

Sometimes it pays to speak up to the Russians. It paid Romaine Fielding \$30,137!

Fielding, a 38-year-old extrovert from Los Angeles, took a complete laundry to Moscow and sold it to the Russians—at his price. Recently he and his pretty wife flew back into L. A.'s airport with a wallet full of hard cash and triumphant smiles on their faces. They'd taken a wild gamble and had had the satisfaction of seeing it pay off.

Fielding's coup began when he learned that an American Trade Fair was to take place in Moscow. "All I thought of," he says, candidly, "was a tax-free junket."

He called in four of his accounts who agreed to supply home laundry machinery, put his family and the equipment on a Finland-bound ship. Then, while everyone and everything was on the high seas, the fair was cancelled. He was left as dry as a Sahara wet wash.

But Fielding hadn't met sales resistance for years for nothing. He parked his wife and 12-year-old daughter in Finland and followed his laundry equipment off to Moscow, as if nothing had happened.

In Moscow he set up the equipment (he made it look as much as possible like a laundramat) in the new Novoye Cheremushky housing development on the outskirts of the city.



ICEBOXES TO ESKIMOS? Nope: Washing machines to the Russians. Meet Romaine Fielding, young Los Angeles businessman, who took a complete Laundramatic setup to Moscow, wowed housewives, sold the exhibit en toto.

"We took over a basement and hung up a sign," he explains. And since this housing project is designed to house more than one million Russians when it is completed, he didn't have to look for people. "Practically everyone high in Russian political circles turned up," he adds.

The Russians, who love machinery with passion, were bug-eyed over the big machines that took the dirty clothes into their giant maws and eventually spewed them out lily white. Visitors marvelled at the speed with which the American machinery—which the Russians haven't yet claimed they invented—did the job. They were especially taken with the shirt-pressing equipment.

► After two weeks of demonstrations a Moscow Soviet official got Fielding in a neutral corner and asked how much he wanted for the whole kit and kaboodle. Fielding, quick as a flash, said "\$30,137." The Russian nodded and shook hands on the price. No quibbling. Fielding says he never signed a prospect so fast.

What helped turn the trick was his ability to carry on a conversation in Russian. He had used nearly all his GI schooling rights studying the language. That ability carried him wherever he wanted to go in Russia: He never once was told he couldn't go into an area he wanted to see. And he even managed to take more than 1,000 feet of color film in Moscow.

Who is this wonder worker? He's president of Romaine Fielding and Associates, Inc., which markets Hammond Laundramatic. A handy man with words, he wrote "The Proven Way to Profit in Automatic Laundries." And he used the information in his treatise to demonstrate his American equipment to the Russians.

Since he blazed a trail in teaching the Russians the Laundramatic technique for washing their clothes, he's been singled out for honors. He'll be one of the outstanding figures in the American trade exhibit scheduled for next June and July, under the joint auspices of the Soviet Government and the U. S. Department of State. An agreement between the two Governments provides for reciprocal exchange of trade fairs. The Russian one will be held in New York; the American counterpart will take place in Moscow.

His advice to American businessmen who want to sell their wares to the Russians: "Learn to speak the language!" ♦

How one magazine can help you make *more sales* *at less cost* in 1959

1958 was not a "setback year" for all business. Some products did better in their industry than others.

Of the 156 companies that advertised in Reader's Digest this year, many had sales or profit gains, some of them dramatic. They got more for their advertising dollars in the Digest than they could in any other major magazine. For the Digest delivers certain unique values that no other medium—print or electronic—can match.

Here are a few important experiences reported by Digest advertisers this year:

- **DOVE**, the new bath and toilet bar introduced by Lever Bros., redeemed more than 1,800,000 coupons from a single advertisement in the Digest, characterized as the single best advertising response in all its experience.

- **KRAFT FOODS** advertised a new product in the Digest and captured a major share of, and helped expand, the low-calorie salad dressing business—in the astonishing period of only three months.

- **FEDDERS-QUIGAN** exceeded its introductory objectives for its new Heat Pump because, in the words of its president, "people must expect in Reader's Digest to learn of new, improved products and better services . . . [and] believe what they read in the magazine."

- **THE TAPPAN CO.**, after advertising its electric ranges in the Digest, increased its sales to an all-time high—in the face of an industry-wide decline.

Such specific experiences, and many, many others, have led advertisers to renew or expand their Digest schedules, *almost without exception*. And Reader's Digest will enter the new year with these achievements for 1958:

Advertising revenue: \$21,257,521—
up 18% over 1957!

Advertising page volume: 603—
up 8.1% over 1957!

Four-color pages: 311½—up 15.4%!

These gains match the Digest's own dynamic acceptance by the American public. In 1958, the paid circulation reached the highest point in publishing history—12,177,496 average per issue—nearly twice the U.S. circulation of

the next leading magazine. The newsstand sale averaged 1,763,363, highest by far of any general interest publication. And a new study by Alfred Politz Research, Inc., placed the total readers of a single issue of the Digest at 34,950,000, nearly 3,000,000 more than the previous comparable study two years earlier.

What unique values does the advertiser receive in Reader's Digest?

- 1) The largest assured audience you can buy—larger than any other magazine, than any newspaper or supplement, than the average night-time television program.

- 2) The largest quality audience you can find: the higher the income group, the greater the Digest's share of the reading audience.

- 3) An audience with exceptional faith in the magazine—millions who accept what they read and rely on the products advertised.

- 4) An advertising environment of highest quality—where you will find only products acceptable to all readers, only advertising that meets the highest standards of reliability.

The success of your 1959 advertising program may be heightened by using Reader's Digest. In it, you will address the best market in America—intelligent, prosperous families whose enthusiasm for a product can insure its success. You will appear before the biggest audience, assured in advance. You will associate in the Digest with some of the great growth companies in American industry. And you can do it for \$2.91 per thousand paid circulation, a remarkably economical, effective way of reaching the best part of America.

People have faith in . . .

Reader's Digest

Largest magazine circulation in the U. S.

OVER 11,750,000 COPIES BOUGHT MONTHLY



WIDER MARKET: Package at far right was designed to move into a wider market—a product sold largely to Italian-Americans. Units shown here span 55 years. U. S. distributors of the product call the new Brioschi package “a powerful selling tool.”

“Americanized” Package

The product was well known to Italian-Americans. The sales problem: how to promote it to win more general consumer use.

EAT TOO MUCH, drink too much? . . . It's the season.

This explains the current spot radio campaign and the space in metropolitan newspapers and in Everywoman's Family Circle for Brioschi, an 80-year-old antacid.

Brioschi originated in Italy, has been available in the U. S. since 1903. Its principal market has always been Italian-Americans, who like rich, spicy food and who use Brioschi to offset the effects of dietary indiscretions.

Several years ago the American distributor, Ceribelli & Co., began to work on the idea of widening distribution and reaching the over-all American market.

The company's management and its agency, Ellington & Co., suspected that the product's packaging—so right for the Italian market—was wrong for the American one.

From 1903 to 1942 a can and a bottle had been used, both bearing the same decorative, rather fancy label showing a pretty woman dispensing the “effervescent preparation” to two top-hatted men and a pretty, long-haired boy, all in 1903 garb. [See photograph.]

Bottles by Maryland Glass Co.; label by Strawberry Hill Press; closure by Crown Cork & Seal Co.; seal by Celon Co.

In 1943 the bottle was changed, but the label was altered only slightly and became even fancier and “busier.” In 1954 the bottle was modernized; the picturesque characters of 1903 were removed from the label, but it was still “busy” and bore a hodgepodge of lettering and floral designs.

Though an improvement, the 1954 design was still not right for the average American taste. The distributors had Lippincott & Margulies, industrial designers, make a mock-up of a new package, and the firm's president, James Ceribelli, took it to supermarkets and other retailers and asked if they would stock it. Answers were favorable, and the new package was put into production. Distribution is now nation-wide, having increased 250% within a few months.

It took courage to discard the traditional package, but thus far the Italian clientele has continued to buy the product. A tag attached to the neck of the bottle, with copy in both English and Italian, assures the latter-speaking group that this is the same product they have known for generations.

In redesigning, another problem, too, was solved. The older bottles had long necks which, because of the tendency of the crystals to settle, gave the effect of short measure. The current version has no neck at all. In ad-

dition to this feature, the new bottle has these advantages:

1. a crisp, clean, white label with red lettering to connote a modern ethical product and make the blue bottle stand out on the shelf;

2. label copy with greater sales appeal;

3. more convenient bottle shapes and sizes—large 10-ounce size, small 4½-ounce one—that are easier to display or to store in the medicine cabinet.

No changes were needed on the packaging production line, but savings were effected in the cost of bottle and label. This made possible a new price structure increasing jobber discounts, which, in turn, placed the product in a better competitive position, especially with the low-margin distributors serving supermarkets. And to assure that Brioschi would be profitable to all concerned, both sizes were fair-traded.

There are several factors contributing to the product's wide acceptance in a relatively short time: the sprightly singing jingles of the radio advertising, fair trade and higher discounts. But according to President Ceribelli, “The new package is a powerful selling tool. We are now assured of distribution in practically every supermarket in the New York Metropolitan area, greater support from druggists, and far greater per-store sales. This proves the small manufacturer can gain benefits through package redesign. We will back up the new package with advertising and promotion, and I'm convinced it will enable us to expand our distribution from coast to coast and double our sales.” ♦



another Mayflower customer reports:

"...and your timing was perfect!"

"Furniture arrived in good condition and your timing was perfect! Your agent was very cooperative. The driver seemed very anxious to give good service. When and if I move again, it will be by Aero Mayflower."

This homemaker's comment on the family's move from Sarasota, Florida to Logan, West Virginia is typical of hundreds we receive every week.

Mayflower knows the importance of departure and arrival requirements . . . and plans to meet them. Dispatchers schedule vans carefully. Equipment is maintained in tip-top condition. Mayflower's drivers work hard to be on time. Mayflower can make *your* move easy and convenient, and safe for your furniture, too. Call your Mayflower agent for help and information.

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS



America's Most Recommended Movers



He's a leading warehouseman in your city. He explains service, estimates costs, makes all arrangements. Helps in every way. Find him under "Moving."



world-wide service

To and from all 49 states and Canada . . . overseas by ship or plane . . . our responsibility all the way!



new, higher standard of service

Van men, qualified by special study, training and examination for safe and careful service.



exclusive, "packed with pride" service

Safeguards even your most fragile pieces with the very best methods and packing materials known.



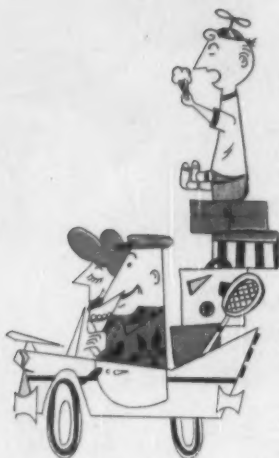
every piece padded

Protect every surface, edge and corner. Special covers for tables, appliances, pianos, mattresses.



Mayflower does all the work

Takes over the whole job of moving you out and resettling you quickly, easily, safely in your new home!



Leased Cars: Cash Savings, But Other Dividends, Too

Smith Kline & French reports leased cars make happier salesmen, serve as an inducement in recruiting, and sharpen the wits and eyes of management in matters of transportation cost control.

By STEPHEN MICHAEL
Systems Section

Smith Kline & French Laboratories

A PHARMACEUTICAL FIRM'S detail force—its primary link with physicians—is one of the key means by which a company can maintain good relations with the medical profession.

A basic problem in keeping this force at peak efficiency is each company's provisions for transportation—the repayment of expenses and the various details associated with maintenance of an automobile in the field.

In the past year, Smith Kline & French Laboratories, Philadelphia, has instituted an optional leased car program designed to give its representatives a maximum of personal benefits with the car and a minimum of financial and bookkeeping responsibilities.

With this type of program, SKF figured on three definite advantages: One, the efficiency of its detail force—both field representatives and hospital service men—would be increased significantly by relieving them of the worries and responsibilities of maintaining their own cars in the field.

Two, a leased car with practically unlimited personal benefits is an attractive inducement for recruiting top-flight personnel. And finally, the program gave indications of lower overall costs for the company.

SKF was concerned about repaying field personnel all actual costs, but did not wish to subsidize them. For example, it was felt that a fixed per-mile rate probably amounted to a subsidy for some persons, since the rate was set high enough to be equitable to all, thereby over-compensating some. Attempting to pay every representative actual costs, however, involved a great deal of work, both for field and office forces.

Hence the fixed per-mile rate was replaced with the Runzheimer Allowance Schedule, which gives the allowance per-mile for a specific territory. These allowances are the products of surveys conducted every 60 days in each of 26 cost areas. The current prices of gasoline, oil, tires, lubrication, and other materials and services

are carefully checked. The resulting schedule dispenses with the need for a representative to maintain a record of operating costs for his car. It also relieves the office of tedious calculations.

Since the change from representative-owned cars to a leased car program was a significant switch in policy, SKF tried to accomplish the changeover on a flexible basis. The program was set up with the idea that it could be modified easily, perhaps even to the point of setting up a company-owned fleet of cars in the future.

Other considerations in the planning included the desirability of minimum disruption of field work during the program's introduction. A hastily improvised, rigid arrangement would have increased, rather than decreased, transportation problem for the field force.

► A cost study of SKF's operations showed annual potential savings of leased cars over representative-owned cars in four sample cities as follows:

CITY	SAVING
Philadelphia	\$19.16
Los Angeles	35.04
Missoula, Mont.	285.63
Greenville, S. C.	69.65

These savings were based on a combination of cost factors:

- Leasing companies buy at wholesale prices plus a small dealer's handling fee (as against the traditional markup).
- Cars are leased at a percentage of their cost plus a financing and service fee.
- The leasing companies watch the used car market carefully and sell when the market is favorable.
- Maintenance and repair policy is dictated by automotive engineers.

However, it should be reiterated that costs were not the sole, or even primary, concern. Rather, the company figured in terms of maximum field effectiveness with minimum cost.

Basically, there are two kinds of leasing plans. The first is termed the "package" plan. In this case the leasing company assumes all costs other than day-to-day expenses for gas and oil, and charges a flat fee per month. The lessee's only obligation is to pay the monthly rental. The second, the "equipment trust" plan, involves a triangular arrangement in which the lessee is practically, though not legally, a co-owner. The car is purchased

grow with OKLAHOMA



"\$35,000,000 for a new plant to grow with Oklahoma!"

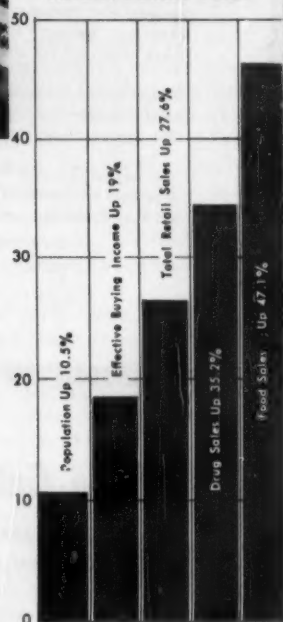
Western Electric selected Oklahoma City as the site for a new plant to manufacture telephone equipment. When completed, furnished and equipped, some \$35 million will have been invested in the plant which is expected to employ around 4,000 workers.

This new manufacturing facility is just one part of the multi-million dollar

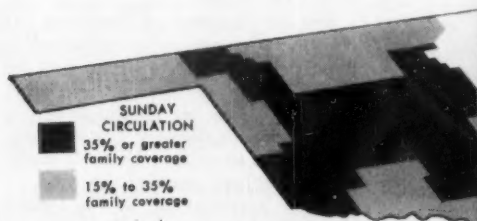
industrial development now going on in Oklahoma.

The Oklahoman and Times give advertisers unequalled coverage of this growing market. Are you getting your share of this growth? Schedule your advertising in The Daily Oklahoman and Oklahoma City Times to achieve the best sales results in Oklahoma!

OKLAHOMA CITY METROPOLITAN AREA



Source: 1958 and 1955 Survey of Buying Power



Published by The Oklahoma Publishing Co.
Represented by The Katz Agency

THE DAILY OKLAHOMAN

OKLAHOMA CITY TIMES

"Inquiries ...
resulted in orders" ...
says

manpower, inc.

THE WORLD'S LARGEST COMPLETE BUSINESS SERVICE

OFFICE OF THE PRESIDENT
820 N. PLANKINTON AVE. • BROADWAY 2, 8500
MILWAUKEE 2, WISCONSIN

Mr. William Lyman
The Wall Street Journal
711 West Monroe Street
Chicago, Illinois

Dear Mr. Lyman:

We were very much impressed with both the number and quality of the inquiries we received from Wall Street Journal readers, as a result of our Controlled Overhead Plan advertisements.

It seems that Wall Street Journal readers represent the management area that is responsible for making decisions in today's economy. We found an extraordinarily high percentage of these inquiries have already resulted in orders.

Though our advertisements contained an unusual amount of copy, we still achieved a high degree of readership. This indicated that Journal readers are really "Thinking Management Men".

You may be sure that The Wall Street Journal will always be prominent on the list of management publications we use to tell the Manpower, Inc. story.

Cordially,

Elmer L. Winter

Elmer L. Winter
President

Where to Get Results — and Why

If your advertising is aimed at producing sales to businessmen, you can count on getting action from The Wall Street Journal. That's why you find so many successful campaigns running in The Journal. Journal subscribers need—and search for—the product, service or idea that helps them do a better job. If you think your advertising is useful business information, place it in the publication that rates highest for usefulness.

CIRCULATION: 541,337

THE WALL STREET JOURNAL

published at:

NEW YORK, 44 Broad St. and WASHINGTON, D.C., 1015 14th St., N.W. • CHICAGO, 711 W. Monroe St.

DALLAS, 911 Young St. • SAN FRANCISCO, 1540 Market St.

by, and titled in, the name of (1) the leasing company with funds provided by (2) a bank or other financial agency, and leased to (3) the user, who pays a fixed percentage of the cost of the car to the financial agency and a service charge to the leasing company.

Because it seemed cheaper than the package plan for low-mileage use — \$253 less per year in the Philadelphia area for 10,000 miles per year — SKF decided on the equipment trust plan. This plan seemed preferable, too, since it would be easier to compare with the costs of representative-owned cars. SKF selected Lee Fleet Management, Inc., as the leaser because it offered the equipment trust plan in conjunction with the Runzheimer Allowance Schedule.

► The contract with Lee Fleet, signed in October 1957, was a general one. It specified only the terms under which cars would be leased. We could order one, none, or a hundred. To date, 50% of the company representatives have elected to use leased cars.

"We feel that this initial response proves the value of our leased-car program," comments Anthony English, field manager of the representatives, "and we expect additional requests in the 1959 car year."

The response was no surprise because of the liberal conditions under which a representative could use a leased car:

- unlimited personal use
- no charge for use other than actual operating costs
- any licensed driver can operate
- opportunity to purchase when car is traded.

Under SKF's system of representative-owned cars, the company provided for two price ranges of cars: Dodge-Oldsmobile-Buick for hospital service men and representatives with 10 years' service, and Chevrolet-Ford-Plymouth for representatives with less than 10 years. The company continued this distinction under the leased car system.

For the lease-cost of the items, the representative can order white-walled tires, the top series of a car, and the Hard Top in the top series. Other accessories like air conditioners can be added after delivery, but it should be possible to remove them at trade-in time without marring the car.

Upon approval of SKF's Professional Service Department proposals, the plan for leased cars was announced to the field. At the same

SALES MANAGEMENT

time, action was initiated to systematize the administration of the program.

A Leased Car Administrator was appointed in the company's Professional Services Department while the Systems Section was assigned the task of writing procedures for the men in the field and for office records.

► The expected investment in leased cars required procedures that would be graphically interesting and understandable, and would include simple record forms to conveniently summarize necessary information. Because we wanted to implement the system in the beginning of the new car year, office procedures were improvised while the manual of instructions for the field was written. We prepared an attractive, illustrated manual with a loose-leaf binder. The purpose of the manual was twofold:

- to provide the representative with information about the manner of ordering, receiving, using, and trading his car;
- to predispose the representative to treat the car as a valuable piece of company property.

To encourage good maintenance practices, a "Maintenance Log" was prepared which included a maintenance schedule drawn up by Lee Fleet. Provision was made in the form to record all maintenance work at stated intervals. The suggestion on the form that the regional manager would periodically check the Log is designed to encourage the representative to adhere to the maintenance schedule. Neglect or severe abuse of a leased car could result in a denial of the privilege. Great emphasis has been placed on maintenance because SKF assumes full liability for resale of the car.

After completing the manual, we prepared standard procedures for the office, to be applied company-wide. Tentative procedures had been set up and tested by the Leased Car Administrator. Final procedures were based on an evaluation of working arrangements. They were complex, involving internal and external forms, intermingling SKF procedures with those of other companies, and including a considerable number of alternatives in many instances. To facilitate understanding, the procedures were flow charted.

The leased car system has been in operation for a year. It is too early to be able specifically to assess all its benefits, for the company expects to trade cars after 18 to 24 months of

use. This trading will signal the end of the first cycle. The comparison will be made of the new system with the system of representative-owned cars. The basic means of comparison is a history card SKF keeps for each car, which contains a complete record of the car: normal costs, special expenses, mileage, accidents, etc. A very important element of cost will be determined at the time of trading. If the cars are sold at book value, no costs are incurred; if sold for less than book value, SKF makes it up; if sold for a profit, SKF shares the gain with Lee Fleet.

Another area in which the company is collecting data is insurance. The following kinds of insurance are provided at no cost to the representative: bodily injury, property damage, medical payments, comprehensive fire and theft, collision.

► Collision insurance is \$50 deductible for the representative, \$200 deductible for SKF because the company is self-insured between \$50 and \$250, and a \$250 deductible policy is maintained with an insurance company.

To date, the collision rate has been over 18%, damage ranging from \$25 to complete loss. Company insurance arrangements have worked so well that no significant changes are planned for next year.

The leased car system to date has:

- Meant less worry and work for representatives.
- Been an inducement in recruiting.
- Given us a better understanding about the problems of fleet maintenance.
- Instilled a greater concern for costs.

As an example of the last item, Daniel French, Leased Car Administrator, recently negotiated arrangements with a major tire company to provide SKF with tires on a fleet discount basis. Also, alternate methods of financing are being explored to see if the interest cost can be reduced from an individual rate to a commercial rate.

It is still too early to draw full conclusions as to the relative merits of the program in terms of costs saved by the company. However, new requests from the field for leased cars for 1959—made by 15% of the force—indicate that the leased-car program has had a fair measure of success in relieving the detail man of some worries about field transportation. ♦



HOW TO SEND A TOP SALESMAN EVERYWHERE

There's one sure-fire method to make your advertising produce like your best salesman. Take advantage of The Wall Street Journal's unique selling qualities.

The Journal has an appointment every business day with key executives *everywhere* who decide and influence the biggest purchases. You can convince more of these business-buyers more quickly through The Journal. No other publication reaches this "class-in-mass" circulation so completely and so effectively.

What's more, The Wall Street Journal, with its short closing dates, can carry your *latest* sales message—getting your ideas into the market about as quickly as a sales bulletin. And, with its regional edition publishing system, The Journal lets you sell the way all top-notch salesmen do: Telling the right story, about the right product, to the right market.

No wonder The Wall Street Journal fulfills a salesman's most important qualification—it delivers *results*. (For a typical case-history, see the opposite page.)

THE WALL STREET JOURNAL

Published at

NEW YORK & WASHINGTON, D. C.
44 Broad St. 1015—14th St., N.W.
CHICAGO—711 W. Monroe St.
DALLAS—911 Young St.
SAN FRANCISCO—1540 Market St.

The Sales Appeal That Never Wore Out

It's Alexander Hamilton Institute's 47-year-old promotion piece called "Forging ahead in Business." It warms up ready prospects.

By EUGENE WHITMORE

In 1912, when President Woodrow Wilson was wrestling with problems of Mexican revolutionists and Alexander Hamilton Institute was three years young, several men—including Dr. Joseph French Johnson, founder of the Institute—prepared an advertising booklet. Its title: "Forging Ahead in Business."

Now 47 years later, after many revisions but bearing the same title, the same booklet is still featured in Alexander Hamilton Institute's advertising.

Nothing has been found by the Institute to equal it as an inquiry-puller or as a salesman's aid in closing sales.

It is used in two ways: first, and chiefly, as an answer to inquiries for advertising; second and less frequently, on cold canvass calls or in negotiating a multiple-enrollment contract with members of one organization.

Five years after the booklet first appeared it had been built up to 136 pages, approximately 6 by 9 inches. Today after many revisions and re-printings, it has been cut to 48 pages and cover, is 5½ by 8½ inches.

Current edition was revised in early 1958. Today's typography is modern; with the exception of a few chapter-heading charts and line drawings, the booklet is not illustrated.

Advertising celebrities such as Bruce Barton and John Caples have at times worked on revisions. The original copy and later revisions cannot be credited to any one man, reveals James M. Jenks, vice president and grandson of one of Dr. Johnson's colleagues. However, it is known that Dr. Johnson selected the title.

As in other companies, the complaint, "Why can't we have something new?" was heard. Alexander Hamilton executives were often tempted to try other methods, other titles. Twice the temptation led to a change in title, once to "What an Executive Should Know" and again to "What a Business Man Should Know Today."

"Much to our sorrow," reports Jenks, "these two titles were used successively over a period of years



THE COVER'S DIFFERENT: The innards are the same. They're digested, to keep copy simple and provocative. All in all, a continuing success story.

and it took us that long to realize that a title like 'Forging Ahead in Business' is ageless. We estimate that a substantial portion of the dip in sales which we experienced over those years was due simply to the change in title.

"This is a statement which would be impossible to support and which on the surface seems nearly incredible. Nevertheless we firmly believe that it is true. When we did restore the old title of 'Forging Ahead in Business,' our sales soon began to climb again."

The Alexander Hamilton course, originally priced under \$100, today sells for \$275. Selling an intangible purchase to consumers at \$275 is not easy. While the student receives certain texts, lessons, bulletins and other tangible items, basically it is an idea which the salesman must sell.

A basic sales tool is the booklet which prepares the prospect for the salesman's call. Some sales nearly completed by the booklet are relatively easy for salesmen to close. In

remote territories where salesmen are unavailable for prompt calls, attempts are made to close solely by the booklet and mail follow-up. Enough closures are obtained this way to make it profitable, though salesmen write the bulk of the enrollments.

Institute records don't go back far enough to give an accurate record of total copies used. But, with typical Institute conservatism, Jenks estimates that the figure is above three million.

Constantly experimenting with media, AHI is like other organizations whose sales start with an inquiry. Since inquiry-production of many publications dwindles with successive insertions, the company each year appropriates money to experiment in untried media. And each year new insertions are scheduled in media which produced well briefly, then tapered off. A rest period helps revitalize inquiries.

Despite experiments, the Institute has never developed a sales tool with as sharp a cutting edge as "Forging Ahead in Business."

Written with a conservative inspirational approach, copy attempts to raise a prospect's sights, to convince him that with greater knowledge he can forge ahead in his career.

► Currently included is a list of prominent AHI alumni. Another list carries names of some 150 top-drawer corporations which encourage employees to enroll—and permit use of their corporate names in the booklet.

Other lists carry names of AHI lecture authors and of text authors and collaborators. Some well-known advertising names are included: Ralph Starr Butler, former vice president and advertising manager, General Foods; Paul Nystrom, president, Limited Price Variety Stores Association; Col. Willard Chevalier, McGraw-Hill Publishing Co.; Walter Weir, vice president, Donahue & Coe, Inc.

Incidents enliven the history of "Forging Ahead in Business." From the Louisiana State Prison a convict wrote he knew a lot about forging—the reason for his incarceration as a state guest. A woman wrote she wanted a copy because "my husband certainly needs a head."

Cost of inquiries has increased over the years. Closures are more difficult. Sales costs have risen. AHI does not reveal inquiry costs, percentages of closures to inquiries, or other pertinent figures.

James Jenks agrees with this reporter's opinion that "Forging Ahead in Business" is one of the most successful pieces of printed matter ever produced. ♦

"This is the size we use for the Growing Greensboro Market!"



Take a look at the figures and you'll know that the only thing going to the dogs in the growing Greensboro market is dog food. There are more than 1,000,000 people within a 50 mile radius of Greensboro. It's one of the top distributing centers in the South, and the center of the greatest manufacturing area in the South. Greensboro Metropolitan Market is 15th in total retail sales, 20th in total income, 23rd in number of families, in the South. Sales come easier when you use the Greensboro News and Record consistently. Over 100,000 circulation daily; over 400,000 readers daily.

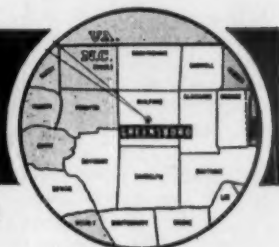
Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!

Write today for your free 1958
Major Markets Analysis Bro-
chure of all 280 Major Mar-
kets.

Sales Management Figures

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



EUROPE-HAWAII-JAPAN-HONG KONG NEW YORK-CALIFORNIA-CANADA

Anywhere—at your convenience

TRANSOCEAN AIR LINES

will arrange a luxury CHARTER FLIGHT at lowest prices

Or make group reservations on our scheduled flights to Hawaii,
the Orient, and Coast to Coast. We will fly you from any city.*

**Incentive Programs Employees Clubs Chambers of Commerce
Service and Social Clubs**

Transocean pioneered air-tours of groups such as these. Phone or
write for information about luxury travel at the most economical
rates. We will be glad to help you with your plans without obligation.

* Subject to airport facilities

**Write TRANSOCEAN AIRLINES • OAKLAND INTERNATIONAL AIRPORT,
OAKLAND, CALIFORNIA • GROUP TRAVEL DEPARTMENT**

Or phone the office near you: Los Angeles: 624 South Hill Street • San Francisco: Union
Square at 212 Stockton Street • New York: 30 Rockefeller Plaza • Chicago: 7 West
Madison Street • Honolulu: 1040 Bishop Street • Oakland: Oakland International Airport

A scheduled supplemental air carrier

THE SCRATCH PAD



BY T. HARRY THOMPSON

With a new year and new resolves, we can look back on the recession as a pause for breath in the climb to new plateaus.

Press conference: Needlework guild.

"Molecular Memory" (Manhattan Shirts) is a nice try from where I sit, but it doesn't quite come off as a theme. I take an equally dim view of Viceroy's "Thinking man's filter . . . smoking man's taste."

If a shooting war with Russia ever starts, the Bering Strait would pose a problem. Russia's Big Diomed Island is just two miles away from our Little Diomed.

Nylon, which largely emancipated the silkworm, is now twenty years old. Charles Rutledge had a nice anniversary-piece on it in Du Pont Magazine.

Slater Food's VP Charlie Zerweck saw a sign on a West Philadelphia drugstore "with a kind of pixie twist." It read: "Closed for our Tenth Anniversary."

Delsey bathroom-tissue, which vulgarities like me call "toilet-paper," has something in its argument that it tears evenly . . . and not like an outline map of Alaska.

Gil Whiteley, ad manager, tells me Grit printed more advertising in 1958 than in 1957, and that circulation has been grossing more than a million. As I once said here, Good Reading Inspires Trust.

WPEN's Jack O'Reilly tells me a story a parish priest told at a church affair in Bryn Mawr, Pa. This big plane out of L. A. had just lifted itself over the Rockies when one motor began to spit and sputter. The stewardess looked concerned, told the passengers to buckle their seat-belts, they were going down for an emergency-landing.

A priest sought to solace her. "Tell your pilot not to worry," he said. "We

have eight bishops aboard." She went forward, came back and reported: "I told him, Father, and he said he'd rather have four engines."

Long before Volstead, Montaigne wrote: "To forbid anything is to make us have a mind for it."

Dick Stone, gsm of Baltimore's Davison Chemical, also sent me a copy of the Cadillac perennial, "The Penalty of Leadership." Muchas gracias, Ricardo.

Minuscule birth-announcements will end on July 1 when the minimal size for envelopes will be 2 $\frac{3}{4}$ " x 4".

Old-timer: One who can remember when Melba was the toast of grand opera.

On an all-but-forgotten radio quiz, Information Please, pundit Franklin Pierce Adams said that "good-bye" is a contraction of "God be with ye." Webster says he was right, as usual.

Incidentally, I wish there were more columnists like F.P.A. The Chicago Tribune had one of the same school, B. L. T. They attracted witty contributors, too.

Our own Philip Salisbury, editor and publisher, has already covered the 40th anniversary of this magazine of marketing. As a free-lance contributor, it has been heartening to see it gather strength and momentum over the years. My own mail is piddling in proportion to the total, but I am constantly amazed at the scope and variety of the book's coverage. (P.S.—Nobody asked me to say this!)

After a year in which the general economy dragged its feet, let us hope that very soon we may say with rime and reason: "Business is fine in '59."

New Era

The grisly bombing of Hiroshima and Nagasaki seems away back there. We sandpapered our consciences by saying that, while human beings suffered indescribably, the atom bomb did shorten the war for friend and foe alike.

Fortunately, there was a brighter side. With the guns silenced, and the cries of the wounded muffled, man turned his thoughts to atoms for peace.

As this is written, it isn't so long ago that the atom-powered submarines Nautilus, Skate, and Seawolf wrote maritime history afresh.

On the ways right now at New York Ship in Camden, N. J., is the hull of the world's first reactor-powered merchant vessel. Before this page is yellowed, the N. S. Savannah will be in service, putting much water and time behind her before refueling.

Atoms for peace is out of the dream-stage and into production. Today's short work-week for which we all clamored will sound like slavery before long.

We will need new thinking in marketing to match the new thinking in science. We'll have it, too. No genus adapts faster to new conditions than Homo Americanus.

By using our brain, we save our brawn for golf and tennis. What else we do with our new leisure doesn't show on my scrying-sphere.

But the New Era has already dawned. Let us greet it with open arms and, more especially, open eyes . . . the better to discern the necessary and to do it American-style. —T.H.T.



Fragrance...the hidden sales persuader

Toilet soap, hand lotion, cologne
... even floor wax and plastic fabrics ...

the intelligent use of fragrance is adding sales appeal and brand preference to thousands of products you'd never suspect.

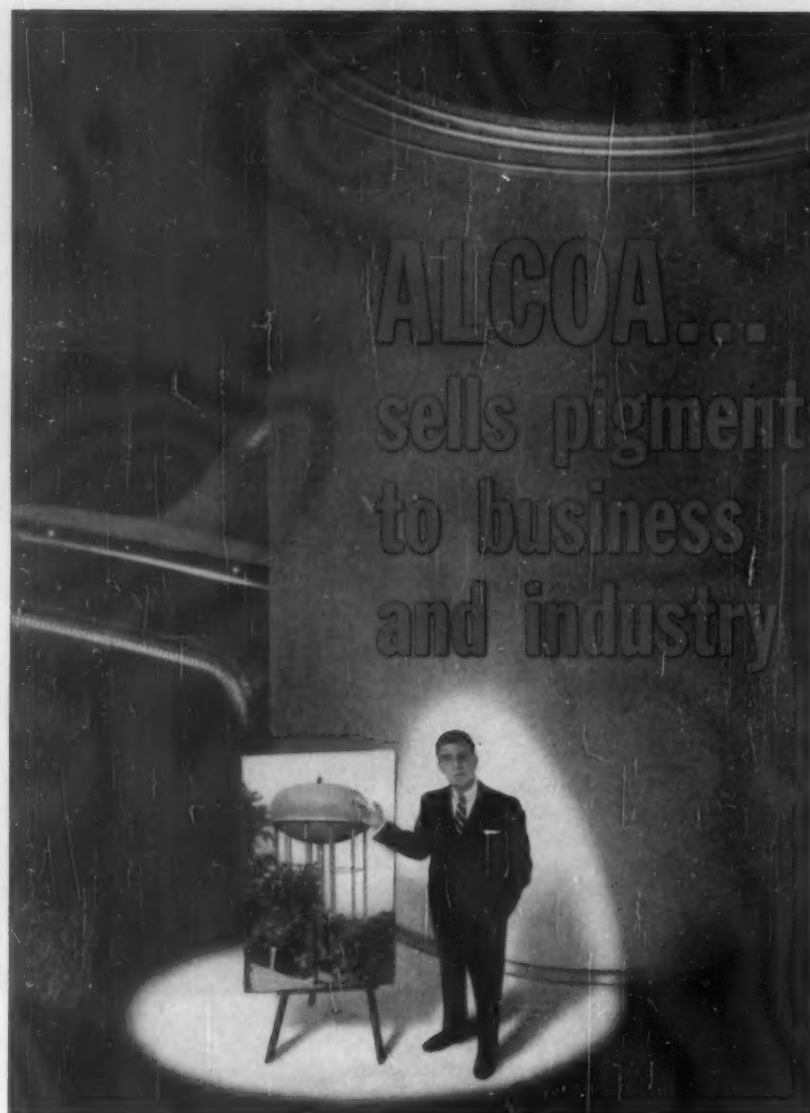
Through the miracles of modern organic chemistry, over 3000 new synthetic aromatic materials are now available to the fragrance specialist to help him add attractiveness and improve product appeal.

Let us show you how fragrance can add SALES APPEAL to your product.

van Ameringen-Haebler, Inc.

521 West 57th St., New York 19, N. Y. • Chicago • Toronto • Paris

Leading producers and creators in the world of fragrance



ALCOA...
sells pigments
to business
and industry

ALCOA sells the owner-executive in Nation's Business

Aluminum Company of America advertises the use of Gilmore-Nolan's Green Alumizol® paint not only to help Alcoa, but to benefit the manufacturers of aluminum paint and their dealers all over America. To tell the advantages of colored aluminum paint for protection, long wear, beauty, this famous company uses full color, full page ads in Nation's Business . . . the magazine that is edited for the owner-executive. The vast majority of Nation's Business subscribers are opinion leaders in their companies and opinion leaders in their communities.

To sell new ideas—to get action—for building and maintenance materials, data processing, transportation, communications, insurance, or any other product or service, it *pays* to reach the owner-executives. These men are important and influential as employers, civic planners, local leaders, spearheads of industrial and community growth. Sell these men of *double influence* who have a voice in policymaking and purchasing, both on the job and off the job. Sell them now . . . in Nation's Business!

KENDALLVILLE, IND., NEWS-SUN
Circ. D. 3,467

MAY 20 1958

City Breaks Tradition; Will Paint New Water Tower A Restful Green

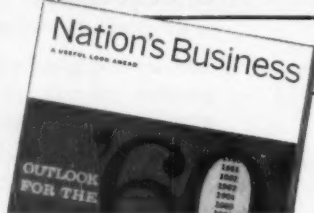
Kendallville is breaking a tradition.

Like many other cities with new water towers, Kendallville was faced with following the pattern of painting the new 500,000 gallon tank on Krueger street the traditional silver aluminum color. This was true until Ralph King, Jr., chairman of the council's board of works, happen to read of a new development in the tank painting field in "Nation's Business" magazine.

Mayor Andrew Milnar, working with Councilman King and others, have obtained engineering approval to have the new tank painted with a new tinted aluminum paint in a restful green harmonizing color, to blend in with the countryside rather than setting it up as a "sore thumb" appearing monster.

The new tinted aluminum paint has been approved by the New York City Authority for use on all elevated structures in the City of New York. The Pittsburgh-Des Moines Steel Co., who erected the tank here, has also approved the new color design.

Work is expected to begin in two or three weeks on the painting of the tank, expected to take three weeks to accomplish.



MORE THAN 750,000 CIRCULATION, ABC

...10% executives of business-members of the National Chamber of Commerce and 90% other business and industrial leaders.

ACTION IN BUSINESS (and in the community) results when you advertise in NATION'S BUSINESS

Some Ads Really Sell But Others Just 'Advertise'

By GEORGE F. HOOVER

"INSTEAD of selling products to the consumer, many advertisers are now selling advertising to other advertising experts."

Alfred Politz (consumer and industrial research) made that statement to members of the Association of National Advertisers at their annual conference in Hot Springs, Va. Last week, he repeated it to Sales Management.

Seated at a long, blond conference table in his corner office at Alfred Politz Research, Inc., just off New York's Madison Ave., Politz thumbed through copies of several consumer magazines, stopping here and there to comment on an ad, asking himself first: "Is this ad sales oriented, or advertising oriented?"

His conclusion: "The most efficient type of advertising looks rather different from much of the advertising we are accustomed to."

If that statement is true, it means that you aren't getting the maximum selling power out of your advertising.

Here's what Politz said at Hot Springs: "When consumer research has taken the pains of living up to the principles of validity, it has arrived at conclusions which are nearly identical with the conclusions drawn from those few instances where advertising has built-in effectiveness criteria, such as mail order advertising, or significant split-run experiments.

"There is a strong indication that intellectual gimmicks, cleverness, wit-tiness, ingenious and tricky word combinations, do not add to the effectiveness of the advertising. Even slogans seem to be of doubtful value, and so are other tricky attention-getters. In fact, we are often left with the impression that many of the devices built into advertising for the purpose of attracting the attention of the consumer, in reality operate as distraction devices."

What makes for efficient advertising? Says Politz: "... Simple language; a simple, direct presentation of sales arguments."

One of the things to avoid: "Attention devices taken from subject matter other than the product itself."

Politz maintains that attention-getting devices have one thing in common: "They emphasize deviation from ordinary kinds of communication as it takes place in other phases of daily life, in editorials of newspapers or magazines, in teaching, or in ordinary, simple oral sales talk. Directness and simplicity are replaced by carefully contrived detours."

But, he reminds, "If the product itself has merits for which the consumer pays money, then the product itself must have merits to which the consumer pays attention."

► If it is true that advertising so frequently violates the basic rules of communication, why is it that complete failure in advertising relatively rarely takes place? Politz asks the question, and he also has an answer:

"The advertising mechanism actually rests on two pillars. One might be called the familiarity principle, and the other is the principle of persuasion.

"The familiarity principle operates on the very simple basis that something that is known to the consumer — a brand name — inspires more confidence in the quality of the product which carries the known name than does the unknown name.

"Consequently, the piece of advertising which does nothing else but mention the name of the product cannot avoid helping the sales of the product. Sheer knowledge of the brand names creates a minimum amount of confidence.

"This unavoidable minimum effect of advertising is perhaps the most de-

cisive reason for the existence of advertising. At the same time it presents an impediment to the measurement of advertising effectiveness. It is difficult, or perhaps impossible, to measure this unavoidable minimum effect by itself, yet the effect is of so gigantic a magnitude that many advertisers can afford to rest their whole case on it" (examples: chewing gum, soft drinks, cigarettes).

Politz proposes that many advertising successes which are attributed to the advertisement "in reality only go down to the unavoidable minimum success secured for advertising by the familiarity principle."

Because of the current product distribution system, Politz says that, with few exceptions, it is impossible to tie a specific advertising or copy action to a specific sales success.

Yet, "In all other fields of human endeavor it is not expected that efficiency can be achieved without a causal link between a specific action and a specific effect. . . .

"If today the copywriter creates his message in a vacuum, that is, under conditions where sales cannot be observed, and then he sells his advertising creation to advertisers who cannot hear how the message sounds to consumers, I suggest that we shouldn't be surprised to observe that a large portion of advertising is no longer efficient."

Politz visualizes the possibility that an efficient piece of copy can wind up in the waste basket because of the advertiser. "Assume for a moment that efficient copy consists of simple language, uncluttered, straight-forward sales presentation, no gimmicks, no tricks, no intellectual surprises.

"The advertiser sees this copy, and — before he gives his O.K. — he may be inclined to believe, 'In this piece, the copywriter did not use his imagination. He only talked about the

Here Alfred Politz comments on ads that sell and others that just "advertise." His right to act as critic: Politz does continuous market research for firms currently investing \$226 million yearly in advertising (their annual sales volume: \$9.5 billion).



These Ads 'Sell'

product itself, and he described the product in those terms which the product itself generates in its performance."

The advertiser writes a deathly Not Acceptable over the copy, and the copywriter is forced to "fall back to secondary criteria. The emphasis has shifted from the ends to the means. It is a shift from what advertising should say to how it says it."

How does advertising get back to "the ends"? Politz says "I think it would be wise for the advertiser to reevaluate his thinking on this point, so that he can show greater respect for what is said rather than how it is said. Thereby, the advertiser can take the initiative in returning the sales points to advertising's front and center."

"Thinking about sales points entails the highest form of analytical thinking and imagination required in advertising. The most rewarding problems nowadays lie in this area, because of the fact that the primary purpose of many products is no longer the best sales point."

"It really takes imagination and creativity and a kind of depth analysis before one can satisfactorily answer the question, 'Is this my best sales point, or would another be better?'" ♦



Bites through snow that's HUB-CAP DEEP!

ALL-NEW SUBURBANITE BY GOODYEAR

Y ou are riding in the hub-cap deep track of the greatest winter tire made—the all-new Suburbanite by Goodyear.

Goodyear engineers have designed this all-new all-weather Suburbanite tire to provide extra grip. Extra traction. Extra grip under power. This "power" traction gives you a high degree of control through even 8" or 10" hub-cap deep.

Formed and grooved up over Hub-Cap's Rim, the amazing all-new Suburbanite gives you up to 34" of biting traction in deep snow.

up to 17" before sliding to rest!

This specially formulated rubber gives you extra grip, extra driving comfort, extra control, extra safety, extra mileage, extra control in parking places.

What's more, the all-new Suburbanite is designed to ride quietly on dry pavement and deliver longer mileage than ordinary winter tires. Its tough tread and single longitudinal 3-T Groove tread will give you maximum mileage, extra miles of road.

So, get the time that will get you through.

where will new 3-T Suburbanites. They're at your nearest Goodyear dealer right now. Goodyear. Make it Easy.

ALL-NEW 3-T SUBURBANITE

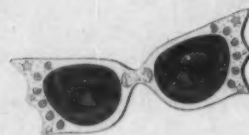
GOODYEAR

MORE PEOPLE RIDE ON GOODYEAR TIRES THAN ON ANY OTHER KIND.



GOODYEAR: This is a case where the picture itself makes the sales point. Pictures generally (even more easily than text) slip into an attention-getting attempt which is irrelevant to the product. But here the creative men had enough imagination to be both interesting and relevant.

These Ads 'Advertise'



"I'm dazzled by the man who wears

Jayson
SHIRTS
SHORTWEAR
PAJAMAS

JAYSON: The eyes and the mouth are very attention-getting, otherwise they wouldn't be used. But trying to sell shirts and pajamas with eyes and a mouth is a complicated business. The product itself is obviously thought to be dull, uninteresting, otherwise it would be presented. But if the product is uninteresting to the advertiser, why should it interest the consumer?

(She'll know...
and so will you the
moment you taste it)



This soup is for people who don't want grating a little further, giving a little more for the best cooking there is.

If you're that kind of person, you'll agree that this is Green Soup with Ham Soup or it should be. It's made with garden-fresh peas and asparagus pieces of smoked ham, a lot of celery, onion, and leaven are allowed in to give it the right country atmosphere. Then Campbell's makes it easy to hold the true, hominy flavor of peas and ham.

Easy to understand why Campbell's Peas and Ham Soup is a higher price. The wonder is that it costs so little. Only about 15¢ a serving.

Look for this elegant soup in your grocer's bin.

GREEN PEA with HAM
FROZEN *by Campbell's*

CAMPBELL'S: It is the product which at the crucial marketing moment has to be bought and paid for. And if it costs more, the potential consumer will find out anyway before he buys it. Here the advertiser has faced the truth and under circumstances where it will do him some good; he has increased the believability that there are extra benefits in the product.



WITTNAUER CINE-TWIN

There is the amazing new **Womager Cid-Tail** that you have heard about. This fabulous professional-type all-electric, remote-control and power-tilt combination can save you over \$1000 as compared with separate units of equal quality.

It's **Tails the Cid-Tail professional-type camera**. It's history-driven, so springs to mind when you take a tail and soon get into the action yourself. A few of the other exclusive features: a true vision, an oversized optical soundtrack, a lifetime, safety-align insurance which constantly monitors the camera's electronic vision. You

improve the shell of today's swimming professionals-quality baton sleeves—tightly, lightweight, in color, correct in speed. It's a high-quality colored capillary system, guaranteeing perfect shots. € 15 to include your WITTENBERG Case Two, always fast, never to forget. High precision accuracy—ready to make you, with perfectly finished, instantly correct, lightning-fast moves. € But, truly, words cannot describe this amazing all-charge, most correct, precision combination. We urge you to see the WITTENBERG Case Two for yourself. This one

completes, ready to re- ϕ and show screen, with 4/3.5 standard rolling time and 1/1.5 progress time - \$109.50. Tally and wide-angle view may be used as available in normal operation.

WINTER CAMPS
 Long-term Winter Camps: Boys, Girls, and Youth
 Please call or write for more information on the Winter Camps.

NAME _____
 ADDRESS _____
 CITY _____ STATE _____

WITTMAN CAMERAS: In many cases, advertisers use headlines to sell coupons rather than the product, thereby dishonestly increasing their returns. But in this case, whatever the coupon offers can be of interest only to those people who at least have an inclination to buy what is offered. The ad tells a straight sales story, directed only at people who are really interested in cameras.



"Dear Boss: There's definite manpower shortage here..."

8. ACADEMIC ADVISORS: Please remember to contact all advisors frequently about the work to be done in your 1-semester classes, and perhaps more frequent contact during the 2-semester classes. The best is to schedule frequent office hours and to make an appointment to discuss your progress. Make sure you are available because a scheduled appointment cannot be postponed without first making an appointment to reschedule your class. See advisors for more details.

9. THE FIVE-STEP PLAN: Each student follows the Five-Step Plan, but in a different way. Each year students spend a few weeks on the first step, then they spend the same time working on a mixture of steps. Then they do the same thing again with a mixture of steps during the last semester. See below.



CONSOLIDATED: This ad looks relatively harmless. It tries to entertain, then carry the interest to enamel printing papers. But the cartoon is so important itself that it detracts considerably from the sales message.

A worn needle ruins records
just as surely



Not as quickly as a spiked heel, but just as surely. Any needle that's been played too long develops sharp edges that slowly slice away sound impedance. By the time you can hear the damage your valuable records are ruined. What can you do? Take your needle to your Fidelity dealer and ask him to check it. If it's worn, ask him for the best — a Fidelity Diamond. It gives you months more of safe record playing time than

any other type of needle. **FREE** — Fidelity will send you complete information on record and needle care. Send name and address to: Fidelity, Record Care Booklet, Chicago 28, IL.

Fidelitone

"Best boy on records"

WIN AN EXPENSE FREE TRIP TO THE BRUSSELS WORLD'S FAIR



You and a guest can fly there non-stop aboard a luxurious Lufthansa German Airlines Super Star Constellation, unsurpassed for comfort and service. Simply enter Fidelitone's "Name Your Favorite Tune" contest. Gerardo DeWitt, star of TV's top

FIDELITONE: Here, the consumer, supposedly, is not sufficiently aroused by the prospect of maintaining his records by using better needles; consequently, we have to excite him by the fictitious event in which the record is broken brutally by a woman's foot.



BROADCAST advertising receives realistic promotion when Albert Cott introduces new Mission Orange drink campaign to David Daitch, food chain executive.

Transistor Tape Recorders Wind Up Cott Sales

Audible presentation of broadcast commercials is one of the most overlooked opportunities in sales promotion, all down the distribution line and at point of sale. But Cott gives buyers an earful.

TAPE RECORDINGS of musical television and radio commercials are an order-getting tool that salesmen never leave in the car, according to Albert Cott, executive vice president, Cott Beverage Corp., New Haven, Conn.

This winter, to promote the most extensive advertising program in the firm's history, the maker of Cott, Mission and Quiky soft drinks is using 36 Steelman Transitaipes. This bat-

tery-powered recorder, that plays anywhere without needing to be plugged in, has been assigned a key role in Cott's campaign to emancipate profits from dependence on summer heat.

In a typical recent call on David Daitch, grocery sales director for the 73-store New York food chain of Daitch Crystal Dairies, Inc., Albert Cott brought along a six-pound, transistorized recorder loaded with a catchy, orchestrated jingle commercial

from Mission's new national radio campaign.

After a few words on how Cott's party season advertising makes it important to maintain large Cott-Mission-Quiky displays in cold weather, the executive stood the 3x6x9-inch tape recorder at the buyer's elbow. Daitch's active participation was obtained by asking him to "turn the knob to 'play,' if you will." Out came the jingle.

"As a buyer," Dave Daitch comments, "I sometimes have seen 60 salesmen a week. An original presentation like this stands out. It shows me that here is a man who knows his business, is equipped to get his story across quickly and thoroughly and thus shows signs of being able to advise me on my business."

► "It strikes me that one of the most overlooked opportunities in selling to dealers is promotion of broadcast commercials in this audible way," Daitch adds. "Representatives of companies that use radio or TV are always eager to tell us about it. But some give the impression that they have never heard their own commercials. This hardly speaks well for the number of customers who are going to be influenced."

"I have seen a salesman try to hum a radio jingle in order to get it across," the chain executive relates. "But so far as broadcast commercials are concerned, the average salesman gives the same general impression as the representative who says 'I have some literature on your problem,' and then cannot find it."

A formula has been developed by Cott sales executives to make sure that the firm's three dozen Steelman Transitaipes units will receive the fullest possible application as un-silent partners of 36 regional field managers calling on more than 400 franchised bottlers and on key chains and independent retailers in some areas. Cott's success formula for best use of the Transitaipes is also passed on by field managers to the bottler representatives who are now beginning to use the recorders in their own missionary work among dealers.

In brief, the presentation procedure falls into four steps. "Everyone on our sales force knows that it works," says Cott, "because of the approach we used in training classes."

"When we first got our Transitaipes this fall, a topnotch salesman was asked to present a recorded commercial to another salesman playing the role of buyer. The group discussed his performance and then the procedure was run through again with another top salesman."

"Next the sales trainer wrote the

four-step plan on the blackboard. Each stage was discussed. Then the same two salesmen repeated their presentations, this time adhering to the plan. Their improvement was so obvious that the class could not help but be sold on the plan."

The four divisions are:

1. A brief introduction to the recorded commercial. Cott has found that retailers, even buyers for the largest chains, want the supplier to take the initiative in an interview. It is the supplier who knows what consumers are being influenced to want.
2. A run through of the recorded musical commercial.
3. Illustrating specific applications of the commercial and other national and local advertising to the store operations of the retailer being called upon.
4. Making the sale and taking orders for display materials and sales aids.

In addition to presenting broadcast commercials, Cott is continually finding new uses for Transittapes.



A FREE HAND for opening customer's door is an advantage of Albert Cott's shoulder-slung, transistor tape recorder, powered by penlight batteries.

Says Albert Cott: "When a salesman spots a potential new outlet for Cott beverages, there is nothing like letting the prospect hear a satisfied Cott retailer describing how thoroughly sold on the line he is."

When Cott weighs a redesign of

promotion, advertising or packaging, the tape recorder comes in particularly handy in checking dealers' present degree of satisfaction and their desire for any changes. The executive vice president tells his secretary that he will be gone for the day. Transittape in hand, he interviews downtown and suburban store operators, satisfied dealers and those who are sometimes hard to please.

"We will analyze your comments back at headquarters and do our best to please everybody," Cott explains. When the tapes have served their market research purpose, they have sometimes proved useful in convincing executives in other departments, bottlers or chain executives of the wisdom of a change — or of not making a change. The tapes also serve as idea starters for sales training and brainstorming sessions.

The Personal Side For salesmen who like more varied fare than the car radio offers, pre-recorded programs ranging from music to college courses can be bought and brought along in the glove compartment. One Cott salesman even carries recordings of his own family's voices to enliven a lonely hotel room. ♦

FOR THE MOST STIMULATING CONVENTION YOU'VE EVER HAD!

FLY CUBANA TO HAVANA



Your men will get more out of a sales meeting or convention in Havana or Varadero. You'll get more out of them. They'll relish the novelty of Havana's "old world-new world" setting, the invigorating climate, the most modern new hotels, the many facilities for work... for sun and fun.

Cubana assigns as many planes as you need for your exclusive use, paints your name on them in big letters, decorates the interiors with your signs, slogans, campaign material. These chartered planes—modern Super G Constellations or Prop-Jet Viscounts—take off from the place you designate, fly swiftly and pleasantly to your chosen destination. Arrangements can be made for exciting refreshments and delicious meals aloft.



Further, Cubana helps you plan all activities—business or pleasure—makes suggestions for accommodations, tours, night club and casino visits. Cubana prepares pre-convention literature and sends it direct to salesmen to keep them on their toes and "rarin' to go." Best of all... for an overseas convention, the costs are less than you'd expect. It's a package deal that packs a lot of sales incentive.

FREE! Send a reservation for the informative, illustrated file folder, "A Brief case for holding your Convention in Cuba." It's crammed with ideas for planning the best convention you've ever had.

Write Dept. MC



CUBANA AIRLINES

Executive Offices: 625 Madison Ave., New York 22, N. Y. • Plaza 3-0516



ACCURATE
scale models of
your products at

LOW UNIT COST
WITH OUR NEW
**SELF-LIQUIDATING
PLAN ON TOOLING**

Now you can use accurate, authentic, scaled-to-size models of your product as a powerful sales tool. Our unusual plan gives you self-liquidating tooling costs and unbelievably low unit prices.

What's more, our unique nationwide model service provides you with immediate national distribution of your models to customers and prospects at no charge to you.

Let us send you complete information on this exciting new plan for the economical production and use of scale models. Write today.

SCOTT INDUSTRIES, INC.
DEPT. S-12
OLEAN, NEW YORK

ANSWER AMERICA
ANSWERS YOUR TELEPHONE
24 HOURS EVERY DAY
Offices everywhere — Act as branch offices
— Receive Mail — Accept phone
orders — For information look for
ANSWER AMERICA in the
WHITE SECTION of your tele-
phone directory or call in-
formation or write
ANSWER AMERICA, INC.
95 East Washington Street, Chicago 2, Ill.

Free to WRITERS
seeking a book publisher

Two fact-filled, illustrated brochures tell how to publish your book, get 40% royalties, national advertising, publicity and promotion. Free editorial appraisal. Write Dept. SM-12
Exposition Press / 386 4th Ave., N.Y. 16

-SM- Sales Promotion Section
MAIL PROMOTION

By JANET GIBBS, Sales Promotion and Direct Mail Consultant

Sober Reflections

This is the time to take a long second look at your company's direct mail. In fact, at all of your direct advertising—for we're concerned with its sales-making qualities and not merely method of delivery.

Perhaps we haven't hit hard enough on the subject of the quality of the copy and creative effort that must go into direct mail. Too often management thinks of direct mail as a "second-class" medium and turns the creative end over to second-class creative people. It could be that their thinking is colored by the poor quality of much mail advertising. But the increased use of direct mail proves they are waking up to the importance of direct mail as a mass selling medium.

Successful direct mail stands on its own two feet. It gets no assist from any other medium. It has got to be good enough to arouse interest and get attention. It's up to you to find and use experienced people who know the many do's and don'ts of this medium. Briefly, you should use this medium because:

1. Its unique selectivity—its ability to help you pinpoint an audience—permits you to address only your prime prospects.
2. Direct mail gives you the scope needed to do a **real** selling job. With no limitations on space, time or showmanship.

Since you are addressing prime prospects the writer must really know their interests, their characteristics, even their buying habits. And he must know how to maintain interest throughout the presentation.

Ferd Ziegler, vp of Sales Communications, in a talk sponsored by the Direct Mail Advertising Association, clearly spelled out the change in attitude needed in many ad agencies where direct mail was concerned. His thinking applies to industry as well! He also put forth some strong persuaders for the use of direct mail as an important selling medium. He said:

"The very first precept is to overcome the concept that direct mail is a 'printed piece'—that it is a letter or a folder or a brochure or any combination of them. This is second-class thinking.

"Truly creative direct mail employs as many as eight dimensions, and perhaps even more. Direct mail is, at the very least, a medium of three dimensions, the familiar ones of length, width and depth. Only direct mail gives the advertiser 3-D.

"Direct mail permits many advertisers to send samples of the product themselves: packets of instant coffee or detergents, bars of soap, containers of paint, cigarettes or what have you.

"Direct mail allows the advertiser to use **texture**. Few other media enable you to get a prospect to **feel** the message.

"Another dimension is **motion**. Wire springs or paper die-cuts can make the message **actually move**; devices pop up and out.

"Still another is **sound**. Paper can be made to do many tricks in this area. And we have phonograph records and even Self-playing recordings that can be sent via the mails.

"We have used **scent** and **fragrance** in our mailings — still another dimension—and even **light**. Modern miniature batteries and bulbs have made possible striking effects with light.

"All this is not to mention the great number of ways of presenting **color** in direct mail not available to many other media . . . or the use of **unusual materials** such as plastics, fabrics and an almost infinite variety of papers."

Admittedly direct mail must stand on its own. Every piece becomes a do-it-yourself project. To produce results it must first be opened; it must be read; it must ask for action.

Direct mail is welcomed, read and acted upon whether received at home or in the office, if the offer is legitimate, the product or service of some possible benefit.

How do you start a chain of events to insure that your direct mail will be opened, read and acted upon?

Ziegler suggests "the answer seems to be in showmanship. In the interests of showmanship, to start the chain reaction resulting in a sale, good direct mail must be novel and original, as smart and ingenious, as amusing or as useful, as creative talent can make it. Showmanship (used as payment for the reader's time) obtains readership. Then the direct mail piece must sell. So along with showmanship you must have salesmanship.

"The relationship between showmanship and salesmanship is strictly a team operation. Showmanship is part of salesmanship, and the attention-getting device that starts the chain of events must be integrated with the selling story. It is not something brought in from left field to attract attention."

Agreed! However, the need for showmanship depends upon the problem, objective and budget. Whether you are selling an idea or product, just don't underestimate the importance of sales-wise, sincere-sounding copy. **It's the copy that counts**—talk in terms of his interest or benefits. Target it to his mind, heart or pocketbook . . . and remember a good **letter** can do more selling jobs than any other format.

The creative direct mail writer must know sources for the kind of production help needed. He must know how to achieve special effects. He must know about printing processes, postal regulations, handling and addressing operations. He's got to be experienced, with first-class creative talent, to have all this know-how—even if he is lucky enough to be able to depend upon a capable production man to handle details.

The direct mail writer must be sales wise. For the "marriage" of sales and advertising is a necessity. You're careful about selecting salesmen who may call on 4 to 10 people daily. Be even more so in assigning the responsibility for mass selling!

Plants and Flowers

for
PREMIUMS
and
GIVE-AWAYS



Write for **FREE SAMPLE**
of an exotic plant

Worlds Largest Supplier
of Horticultural Premiums

Please write attention SETH MANN

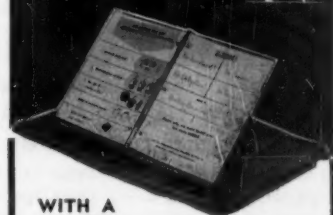


ORCHIDS OF HAWAII, INC.

National Sales Office

305 - 7th AVENUE, NEW YORK 1, N. Y.

Any SALESMAN
WILL SELL MORE ...



WITH A

Zipmaster®

THE PERFECT SALES KIT

COMBINES A RING BINDER DISPLAY
UNIT WITH HANDY ZIPPER CASE

Attracts and holds prospect's attention by setting up sales material at a 30° angle when he is standing, or a 60° angle when he is sitting. Two pockets hold order pad, circulars, etc. Weatherproof zipper closure.

SEND For Full Line Folder

Sales Tools, Inc.

1704 West Washington

CHICAGO 12, ILL.

More time for Selling
when he "talks away"
reports, memos, letters!



Now...dictating
machines are
**REALLY
PORTABLE**

with House Current Anywhere!

110 VOLT, A.C. FROM A
CAR BATTERY, WITH A

terado Trav-Electric
MOBILE POWER CONVERTER



"Supreme" converter provides
175-200 watts, A.C., filtered
for recording and dictating

Converts 12 volt battery current to 110
volt, 60 cycle A.C. . . . handy remote
control switch included. Other models,
from 35 to 200 watts, powered from either
6 or 12 volt batteries. Prices as low as
\$21.95.

A.C. CURRENT FOR MANY USES

Trav-Electrics also power P.A. Systems
. . . Test Equipment . . . Hi-Fi Sets,
Portable TV . . . Radios . . . Phonographs
. . . Lights . . . Soldering Irons . . .
Electric Drills . . . you name it.

If Your Office Supply Dealer,
Electronic Parts Dealer or
Jobber Cannot Supply You, Write:

terado COMPANY
Designers & Mfrs. of Electronic Equipment Since 1927

1061 Raymond Ave., Midway 6-2514, St. Paul 14, Minn.

IN CANADA: Atlas Radio Corporation Ltd.
50 Wingham Avenue • Toronto 10, Ontario

SM

Sales Promotion Section

SALES PROMOTION IDEA FILE

By LARRY SCHWARTZ, President, Wexton Advertising Agency, New York

Special-Message Handkerchiefs

Excellent conversation-builders,
they are available with the following
sayings at \$3.50 per dozen from
Milton Kade, Brooklyn Handkerchief
Co., 62 Schenectady Ave., Brooklyn
13, N. Y.

Business is Terrific
Long Time No See
Keep Smiling
I Need an Order
Happy Birthday
Business is Good
Think
What's Cooking
I'm The Boss
What's New
You Auto Buy Now
Be My Guest
Be Happy

Have you seen the initial handker-
chiefs embroidered with the letters
"YCSMBSOYA"? The first five letters
stand for "You can't sell merchandise
by . . ."

Western Union Survey Service

Did you know that Western Union's
nation-wide survey services are avail-
able to help you:

- check brand preferences
- check buying habits
- check purchasers
- check effectiveness of an adver-
tising campaign
- check product availability
- make traffic counts
- check retail cooperation
- make TV set counts
- check consumer attitudes

- correct subscription lists
- verify circulation
- determine types of readers or
titles
- obtain names, titles of those re-
sponsible for purchasing
- take polls of radio or TV au-
diences
- determine consumer opinion

For information, contact H. C.
Fream, Division Sales Manager, West-
ern Union Telegraph Co., 60 Hudson
St., New York 13, N. Y.

Mailing List Library

Dunhill International List Co., Inc.,
444 Fourth Ave., New York 16, N. Y.,
has established the Dunhill Business
Research Library, filled with refer-
ence materials and directories cover-
ing over 6,000 separate categories for
the United States and abroad. Librar-
ians are on hand each weekday from
9:30 to 5. The library is open to pro-
fessional use on an annual subscrip-
tion basis of \$100. For information
contact Robert Dunhill.

Personalizing the Sale

"Sold" is a magic word to most
sales groups, home builders included.
Home buyers, too, are happy when
the sale is completed.

Crawford Door Co., during the re-
cent National Home Week, conceived
a public relations "gesture" that was
a natural in its appeal to both builder
and buyer.

It was a large, eye-catching display
sign (22" x 17"), with space provided
for writing in the names of "the proud



Graphic CALCULATOR
COMPANY

633 Plymouth Court, Chicago 5, Ill., Dept. D-32

DEMONSTRATORS

add action to sales talks

Graphic Demonstrators show your
product in motion . . . put over points
that are difficult to describe in
words . . . fit easily into brief cases or
envelopes for mailing. For example,
the model illustrated shows, in
parallel action, what happens when
an ordinary tire blows out and how
this is prevented by a new tire design.

FREE SAMPLES: A note on your
company letterhead will bring you
sample Graphic Demonstrators
and full information.

9090

new owners" when the builder sold the home.

Filled in at the time of sale and placed in the front window, the sign was bound to please the new owners while providing a positive sales stimulant for other model-home viewers.

The signs were offered free to any home builder requesting them, following an initial mailing to local offices of the National Association of Home Builders and a select list of leading home builders.

Early comments from home builders requesting the "Sold" sign: "We think your public relations idea has real merit." "... Think the signs are very good ... happy to receive any you can spare."

The acceptance of this piece has prompted Crawford to reprint the sign for year-around use. It has also been added to the firm's model home merchandising kit, which now boasts merchandising helps for every step in the sale, from "Open" signs to the final step, "Sold."

These signs are available from Crawford distributors or can be obtained by writing Crawford Door Co., 250-20263 Hoover Road, Detroit 5, Mich.

Creativity Check List

Here are a few points from a handy check list which you may find helpful in dreaming up new products, promotions, themes, approaches, campaigns, etc. They demonstrate that you can change something that is already in existence, adapt it, modify it, and come up with something new. In creating new things, it's a wise idea to start from known elements and use them as a point of departure.

MODIFY: color, shape, sound, odor, motion, meaning

REARRANGE: sequence, pace, components, schedule, pattern

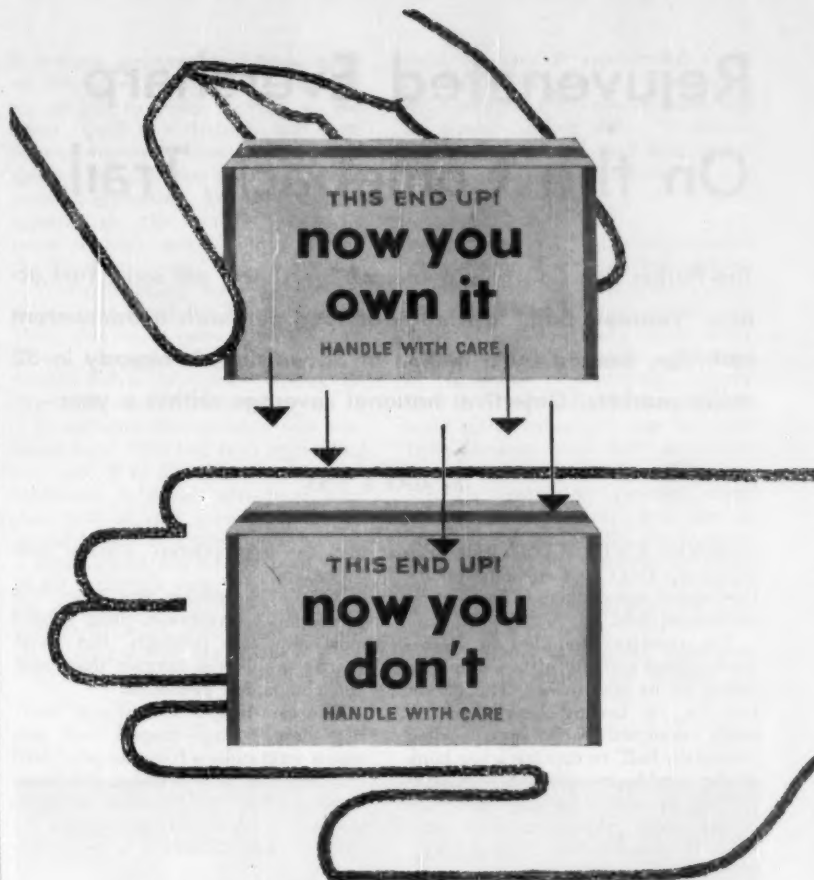
MAGNIFY: units, action, price, dimensions

SUBSTITUTE: ingredients, power, process, approach

COMBINE: blends, units, assortments, ensembles, ideas

Copies of the complete list are available from G. Herbert True, 2601 Birchway, South Bend, Ind.

Sales Promotion Idea File is a review of sales-producing tools and ideas designed to stimulate the thinking of sales-minded executives. Address contributions to Larry Schwartz, c/o Sales Management, 630 Third Ave., New York 17, N. Y.



a strong sales force...plus American Credit Insurance ...equals greater profit

Your company's sales progress is at stake when your merchandise changes hands. That's when American Credit Insurance, by protecting accounts receivable, contributes to continued sales growth. It also facilitates approval of larger lines of credit... minimizes over-caution by management which can restrict sales activity... promotes greater harmony between sales and credit departments. You've spent about 7% to get the order and ship it. Why not add 1/10 of 1% to guarantee payment?

SEND FOR BOOKLET on the sales advantages of modern credit insurance, or contact our sales representative nearest you. AMERICAN CREDIT INDEMNITY COMPANY of New York... Dept. 59, 300 St. Paul Place, Baltimore 2, Md.



**Generate better sales planning by protecting
your investment in accounts receivable**

with **American
Credit Insurance**

ANY ACCOUNT...NO MATTER HOW GOOD...IS BETTER WITH ACI

Rejuvenated Eversharp On the Comeback Trail

The Parker Pen Co., new owner of Eversharp, got some fast action. "Fountain-Ball," a triangle-shaped pen with a transparent cartridge, backed by a million in advertising, is already in 33 major markets. Objective: national coverage within a year.

By ALICE B. ECKE

SOMNOLENT HALF-BEATEN Eversharp Pen Co. is currently one of the biggest newsmakers in the writing instrument field.

The company—founded in 1915—re-energized and full of new hope instilled by its new owner, The Parker Pen Co., is betting heavily on an oddly-designed new pen called "Fountain-Ball" to capture a big hunk of the sizable low-price pen market.

Over \$1 million in advertising has already been placed on a regional basis. Projected to full national cover-

age, the appropriation will hit near \$2 million.

This is something like twice the promotional investment piled behind most new pen products. But Eversharp's problem is tougher than most pen companies' problems.

Fountain-Ball, described as a "startling new triangle-shaped ball pen which writes like a fountain pen," will retail for 98c. It is aimed at the "mass writer market" comprised of the literate half of the world's population.

It was last December when Parker



IT BEGS FOR A PUN: Eversharp's entry into the 98c pen market is almost sure to be tagged an "odd ball." Reason: It's triangular in shape, has a transparent cartridge. To help shoppers see how the tip differs from tips on competitive pens, 3-D viewers were built into both counter displays and some of the scheduled trade advertising.

Smart Sales Strategy— Or a Waste of Advertising Dollars?

Eversharp's Fountain-Ball was not without its troubles in the New York market. Here the advertising broke before distribution could take care of demand.

One of the Sales Management editors sought to buy a Fountain-Ball pen after seeing an advertisement in his morning newspaper. He visited twelve stores in the Grand Central area, found no Fountain-Balls. Several dealers complained to him that their jobbers "hadn't even heard of the product."

All of which raises two questions for the market strategists to chew over: 1. If a company proceeds on the theory that it will force distribution by advertising to create a demand dealers cannot immediately meet, is the value of the distribution thus gained enough to offset the ill will created among the thousands of customers who were disappointed? 2. In any case, is the wisdom of such a strategy debatable on the basis that it represents a fearsome waste of advertising dollars?

Philip Salisbury,
Editor

announced acquisition of the Writing Division of Eversharp, Inc., for \$1,600,000. Now loaded with new management and fortified with new capital, Eversharp's outlook for the future looks bright. But it's a highly competitive future. In seven years ball-pen dollar volume has risen from \$13 million to \$68 million. Annual sales of ball-point pens in 1957 rose to an estimated 300 million units. (This compares with 40 million fountain pens.)

► During the past decade Eversharp's profits and company prestige had slipped until the company was among the "also rans" of the pen business. It was not always that way. In the 1920's Eversharp was well known and its mechanical pencil was found in virtually every home and office. As for ball-points, they have had a tumultuous history since the year 1888 when the idea of rolling ink on paper with a ball was made known by inventor J. J. Land in his U. S. patent No. 393,046. Virtually nothing was done to manufacture or market such a product in this country until the early 1940's when a ball-point pen was introduced by an industry newcomer, Milton Reynolds.

The uniqueness of the idea, Eversharp management points out, the sellers' market of the time and the brashness of the promotion ("Writes

Under Water") combined to make the ball-pen's entry a smash commercial success. Most of the traditional major pen makers jumped on the bandwagon. Only when buyers put the early postwar models to the writing test did the item slide into popularity. Then the bust was monumental as the price (strictly arbitrary) skidded from \$12.50 or more to less than 50c.

The market stayed depressed for some years until new inks, better quality control and popular pricing entered the picture in the early 1950's. Slowly the ball-point pen wove its way back into good repute, whipping one of the early bugaboos, that of transferable ink. Bankers and other users of important documents were gradually convinced that the ball-point pen was not detrimental to safe signature and record keeping.

► Along with other major manufacturers, Eversharp entered the ball-point market early in 1945 after purchasing the American rights to the Biro (Argentina) ball-point pen patents. Although the sales volume reached an all-time high in the next two years, Eversharp resisted the urge to feature the ball-point over the traditional fountain pen and made no continued bid for prominence in the ball-point field.

Parker's purpose in acquiring Eversharp, says Bruce M. Jeffries, president, was "to permit Parker to diversify operations within our industry and allow Parker to enter the lower-price market immediately with an entrenched brand name."

Eversharp has since established headquarters in Arlington Heights, Ill., filled out its administrative staff and set up a revamped distributive program to serve customers already on the books and new ones to be added. Eversharp's name also appears on subsidiary operations in Canada and England.

C. George Heath is executive vice president of the new company. His staff includes George Eddy, formerly advertising manager for Parker, marketing vice president; Quartus P. Graves, general sales manager; Thomas A. Gavin, in charge of foreign sales; Earle G. Miller, financial specialist with Parker and now secretary-treasurer for Eversharp; Arthur F. Glynn, manufacturing expert for Parker and now operations vice president of Kimberly Corp., wholly-owned manufacturing subsidiary located in Culver City, Calif. Heath served as general manager for Eversharp, Inc., in its profitable Canadian operation.

In the words of Heath, Eversharp is admittedly "conjuring up something

to warrant consumer and trade interest. We aren't sitting idly by waiting for people to come flocking to our doors. Ours is a dynamic and competitive business. Eversharp is a respected name. Parker is known for its product leadership. Put these factors together and the result is sure to be some dramatic new products bearing the Eversharp name."

When Eversharp opened the doors in its new headquarters in January 1958, this order came from the new parent company, Parker: "Crack the market for popular-price writing instruments—and do it now."

Eversharp's first decision was relatively easy. With ball pens accounting for more than 55% of all writing instruments in dollar sales (and more than 85% of unit sales), a ball pen would be the first new product.

Since Parker has a substantial share of the industry's volume at \$1.95 and up, Eversharp concentrated on the important \$1 retail price range. A trade study set the final tag at 98c.

Development of the product took

eight months. It represented a coordinated effort between Eversharp's ink laboratories, top management, and an outside styling firm. "Fountain-Ball" emerged and was sent immediately into depth performance and market testing phases.

► The new pen is a triangle-shaped writing tool. Eversharp management claims that it combines a secret high-density ink with a "honey-comb metal ball point. Darker, more legible, handwriting with character on the order of fountain pen writing, results. Called 'Fountain-Ball' because of its ambivalent nature, it has an additional feature in a new adaptable, transparent ink cartridge. The 'see-through' cartridge permits visual check of ink supply and can be adapted in size to fit almost every make of ball pen. The radically different triangular barrel is designed for the natural triangle between the three writing fingers."

Elaborating, a company spokesman says, "Functionally, we wanted the



BETTER DAYS for Eversharp: "Anchorage," "Athens" and "Atlanta" are among the destinations of these shipments of the new Fountain-Ball. George A. Eddy, marketing vp (left) and C. George Heath, executive vp (right) are out to capture a profitable chunk of the "mass market in the literate half of world population."

pen's shape to conform realistically to the makeup of the human hand. The design overall is Continental, giving the pen a pleasant egregious look such as the European sports car achieved. But we're hedging for the traditionalists by making a round barrel, too."

► Says Vice President of Marketing Eddy: "In introducing Fountain-Ball we put special sales emphasis on three markets: Los Angeles, San Francisco and Minneapolis. We shipped to them early in September in order to develop a quick retailer and wholesaler response to the merchandise packaging and promotion."

"Dealer surveys had been conducted in advance of the purchase by our advertising agencies. Objective was to evaluate the Eversharp position with dealers, and the extent of inventory on existing Eversharp lines. In advance of marketing the Fountain-Ball, extensive informal discussions were held by Eversharp personnel with key prospective accounts. The goal was to learn dealer attitudes toward competitive merchandise and policies, and to help establish pricing, discounts, etc."

Benton & Bowles, Inc., serves the United States Eversharp advertising account, David G. Watrous, account

Selling After the Sale

"Do we have the right to shrug off our responsibility for stocks once they have been 'loaded' into the storekeeper's storeroom? Not today we don't . . .

"How do we avoid all the storerooms 'full of sale'? We do it by the application of damn good merchandising! . . . We rely on the art of merchandising to move more goods through to the ultimate consumer. Merchandising is the selling after the selling. The first selling has moved goods to the retailer, now let's get it out of the storerooms into the hands of the consumers."

Frank A. Muller
Merchandising Manager
Bristol-Myers Products Division

supervisor for Eversharp at Benton & Bowles, formerly was advertising manager for Parker. He left Parker and joined Tatham-Laird, Inc., Parker's advertising agency. Still later he moved over to Benton & Bowles. When Eversharp was acquired by Parker, management considered him the logical person (and Benton & Bowles the logical agency) to handle the Eversharp account. The Parker account remains with Tatham-Laird.

"Advertising is now working in 33 key markets throughout the United States," says Eddy. "Major effort is in spot television, with a series of announcement advertisements in newspaper (in two colors where possible) and, in addition, we will have a fairly aggressive co-op effort. Our plans carry us through June 1959. We have not made plans beyond that date."

► "The name 'Eversharp' as applied to writing instruments will have more advertising pressure behind it in our first fiscal year than in the previous five under Eversharp, Inc., ownership. We are also running a rather tight schedule in the drug, stationery, tobacco and variety fields. Eleven publications carried an announcement spread in August and a 3-D four-page, full-color insert in September. Another trade effort is scheduled for February."

"In the distribution of its new product, Eversharp has to date found Time to be the key factor. Covering 300,000 new accounts takes time. Activating wholesalers on a new product at this time of year has been no small task. Notable success has been scored, however, with chain drug stores, stationers, department stores and pen shops. Slowest area has been the independent druggist."

"Each day adds momentum toward distribution in key markets. We estimate that Eversharp now has 60% distribution in its initial market, and 20% in its latest, Metropolitan New York."

Current production of the Fountain-Ball pen is running about 25,000 daily.

Explaining the marketing strategy, Eddy points out that advertising was triggered "when high-volume accounts were ready with merchandise." Eversharp knew that small-volume ac-



Selected to fit your needs! Ideas that will help you get real results!

VINCENT EDWARDS & CO.
World's Largest Advertising Service Organization
342 Madison Ave., New York City

Please tell me more about your newspaper ad clipping service and special short term trial offer.

Name

Company

City

VINCENT EDWARDS & CO.
342 MADISON AVENUE
NEW YORK CITY

counts would need the "stimulation" arising from seeing advertisements run and feeling the pressure of consumer calls.

Before Parker took over, Eversharp was manufacturing and selling a line of six ball-point pens, a ball-point desk set, and three mechanical pencils. This standard merchandise is still sold by the company's Advertising Specialty and Premium Division, but it has been withdrawn from the wholesale and retail trade.

Eversharp now has 11 salesmen in the Trade Division. Five were formerly with Eversharp, Inc. There are five new salesmen, one transfer from Parker.

Approximately 300,000 individual outlets carry ball-point pens. To achieve this kind of market coverage would mean heavy emphasis on the types of wholesalers best equipped to gain placement of a writing product, Eddy maintains.

Drug, tobacco, stationery and pen wholesalers were wooed at trade gatherings well before Eversharp was ready to go with the pen. In addition, chain stores of all kinds and independent department stores, stationers and pen shops move vast quantities of this merchandise, and coverage here is essential. That set the pattern for the new Eversharp sales organization.

► Eversharp management was alert to the fact that a new company with one new product could neither finance nor administer nationwide distribution and back it with penetrating advertising. It therefore elected to attack region by region. The 11 Eversharp men are now selling in the 33 initial major advertising markets. In these prime markets and environs, Eversharp management believes it can zero in on about 69% of all retail sales of ball-point pens. Eversharp hopes for nationwide distribution within 12 months.

Los Angeles, generally conceded to be the country's ball pen capital, was the first market to be tackled. According to Eddy, Los Angeles is an ideal introduction and test city for several reasons. "Income is diversified and above average. The population there is responsive to new trends and ideas. Another factor is that the Los Angeles market is isolated from other large trading areas, yet is large enough to support many types of retail outlets. There is ideal advertising coverage by the local newspapers and, therefore, it is easy to reach a maximum number of consumers.

"In a product introduction or test, it is vital that there be a minimum number of disturbing influences. A city geographically close to another

metropolitan area, for example, would provide poor testing ground because it is too easily influenced by the marketing forces which spill over from its neighbor."

Los Angeles was followed by San Francisco and Minneapolis. Target date was mid-October. The other advertising market cities in sequence were Boston, Cleveland, Pittsburgh, Dallas-Fort Worth, Houston, Atlanta, Portland, Ore., Rochester, N. Y., Indianapolis, Buffalo, Chicago, Philadelphia, San Diego, St. Louis, Columbus, Dayton, Denver, New York, Milwaukee, Kansas City, Seattle-Tacoma, New Orleans, Washington, Baltimore, Detroit, Richmond, Cincinnati, Miami, Birmingham.

► Large-space newspaper advertisements, spot television commercials and trade messages all figured in the introductory promotion.

Special merchandise dispensers were created for the new pen. A three-dimensional viewer is built into one counter display. This unit can be used by the consumer to see the difference between an ordinary stainless steel ball-point pen and the new porous-tip featured in Fountain-Ball. The third dimension is also employed in a window display.

While all this is going on in the 33 key United States markets, Eversharp is slanting a big effort at the world export market. Comparable programs are being launched with selective distributors in 50 countries.

Eversharp is readying a sweeping introductory campaign in the United Kingdom, where the product will be known by another name. Television advertising, gaining power in England, will be used heavily. The Eversharp Pen Co., Ltd., is located in Brighton, headed by Paul Sasse. The advertising agency is Bloxham, Ltd., London.

"The inception of the 'ball-point that writes like a fountain pen,'" Eversharp management points out, "only dramatizes how far the ball-point pen has come in the past 13 years. From the hysterical introduction in the United States following World War II, a point has been reached to where it outsells conventional fountain pens seven to one, and even surpasses the nib in dollar sales volume. It is everybody's 'second pen.' The end of the ball-point boom is not in sight.

"If the future market receives only the boost from population increase, ball-point sales could reach the \$100 million point by 1965 with a unit sales volume of more than 400 million." ♦



Hawaii

OUR 50th STATE

**The perfect hinge
for your
1959 Promotions**

- ★ HAWAII WEEK
- ★ LUAU TIME
- ★ ALOHA SALE
- ★ HAWAIIAN PREMIUMS
- ★ FREE ORCHIDS

ORCHIDS OF HAWAII, INC.
National Sales Office
 305 SEVENTH AVE. • NEW YORK 1, N. Y.
 ORegon 5-6500

Nationally proven plans for sales promotion
 with flowers and other horticultural products
 from Hawaii and all over the world.
 Principal Growing Fields and Packing Plant
 in Hilo, Hawaii

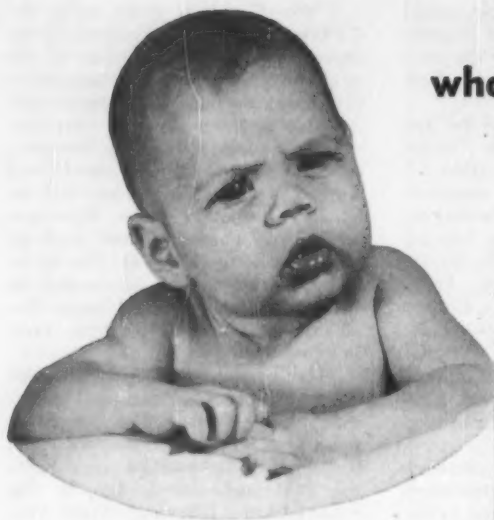
Please send me prices and information on exciting
 new Hawaiian display material, exotic giveaways
 and unique premiums.

Name

Position

Address

City Zone State



what's all this stuff about

"Selling by
helping people buy"



Come clean, Uncle Schuyler, isn't that just a slick sales approach?



What? You mean men who specify industrial products really need more good information about products offered for sale?



Don't tell me you know how to turn the buyer's problem into a sales advantage for your clients. All right, let's have it...



Now let me see if I've got this straight. First you send your "Ditch Diggers" into the field to find out who has to be sold and what they need to know about a product...



...then you use advertising to give your potential customers the information they need; thousands of them; fast and often.

I get it! Soon, most of your clients' prospects are better informed. This helps them make sounder buying decisions, and it sure sets them up properly for your clients' salesmen. Why, that's as easy as taking candy from a baby!

NOTE: The model is the No. 2 child of Bill Brown, Production Manager, The Schuyler Hopper Co.



The Schuyler Hopper Company

12 East 41st Street, New York 17, New York • LExington 2-3135

"Ditch-Digging Advertising"™ that Sells by Helping People Buy
REG. U. S. PAT. OFF.



For 1959—Record-Breaking High Sales

(continued from page 30)

sales of everything sold in the United States. Stock market profits in 1958 approximated \$50 billion. That is 137% of all the durable goods retailed in the United States in 1958. These profits, in fact, are frequently used for durable lines, such as autos, refrigerators, washing machines, dryers and other big-ticket items, and such profits—readily reachable by superior salesmanship—should help to give the durable lines a big upward push in 1959.

► The financial condition of businesses in the United States is unusually strong and steadily improving. This facilitates financing of expansion and of new, improved products, and it clearly reveals resources for advertising and selling these products adequately. The result, of course, is a further rise in the standards of American living. Current assets of the nation's corporations exceed \$237 billion, including \$50 billion in cash and equivalent, while current liabilities total \$117 billion, leaving net working capital of \$120 billion, the highest such total of all time.

Sales, profits and confidence of businessmen have vastly improved since early 1958. Net income for the fourth quarter of last year was much the best of the year, and prospects indicate intensification in 1959. The cost-cutting efforts during the recession now are paying off in substantially improved profit margins. Virtually every company in the United States called a war on costs last year. Tremendous efforts were made to eliminate unprofitable items, procedures, techniques.

One of the most encouraging aspects of the past recession is that despite lower profits, many individual firms refused to cut advertising, sales and promotion budgets. Community-wide sales campaigns were organized in many instances, and new slogans and ideas were tried. The result was that retail sales generally held up well. Significantly, all of this is in sharp contrast to past policies of cutting advertising, sales and promotion efforts during a business downturn.

The likelihood of improvement in profit margins in 1959, as compared with 1958, plus the existence of strong corporation resources, indicates a forthcoming trend to buy more plant and equipment, build up inventories, and, as previously emphasized, increase vital expenditures in advertising and selling. A 10% rise in appro-

priations for promoting and advertising goods is forecast by the Sales Management Board for the next 12 months.

Keen stimulation to the economy now is materializing through a trend to rebuilding of inventories. In 1958, that had been one of the biggest hopes, for inventory-cutting during most of that year was one of the most serious depressants to the economy. At one point in 1958, the nation was living off its inventories at a \$9.5 billion annual rate. That meant that manufacturers and others received just so many fewer orders, until the level of stocks was lowered enough and confidence was raised enough for purchase orders to flow again. However, as we forecast, by the fourth quarter of 1958, this serious situation turned, and in that period inventories were accumulated, instead of reduced, at a \$3 billion annual rate.

► Further impetus to the business up-trend will come from the inventory-rebuilding trend in 1959, and the economy will also receive additional strong benefits from certain other basic situations which had been drawbacks in the past year. Most outstanding example is the automotive industry, an economic-pillar industry which has major repercussions in many areas of the nation's business. So severely did this industry decline that many called the business downturn last year the "automotive recession." This year, however, the industry is in a rebound, and it will be a great factor in causing the nation's spending for all goods and services to hit record-breaking highs.

To a lesser degree, the big, basic steel industry was also depressed in 1958, though it moved up vigorously in the latter part of the year. For top prosperity, this enormous industry must be operating at a high level. It will be doing so in 1959, with considerable gains over 1958 anticipated by the Board. Here, too, steel users are rebuilding inventories after months of living off the stocks they had on hand when the recession developed. Some of the increased business is expected to come from the auto industry, but a much broader cross section of the economy will be involved in projected steel prosperity this year.

Some of the steel betterment will accrue from another vast industry which has great influence throughout most of the economy—the building

industry. The boom anticipated there will be a major stimulant to driving gross national product to all-time highs in 1959. One of the biggest jumps in sales in the construction field is expected in highway building. The 1959 building program of Federal-aid highways alone is expected to exceed \$4 billion. It will be about \$1.25 billion more than in 1958 and 300% of 1955! There will be a sharp jump, too, in such fields as school-building—under heavy pressure from the expanding child population—and hospital-building to alleviate the situation of overcrowded hospitals.

Even the spending for new plant and equipment, which also was a weak segment of the economy in 1958, now is improving. More than \$31 billion for new plant and equipment was spent in 1958—by no means a small amount, though it was about \$6 billion under the record-breaking total of 1957. But 1959 is expected to present a different picture, with a rise in new plant and equipment spending, up to a level over \$33 billion. This not only means stimulation to business from the extra spending, but it also will entail still heavier outpouring of goods for the nation's marketing forces to distribute.

Population of the United States now is well over the 175 million mark, a figure which the Census Bureau once thought would not be achieved till the 1970's. Population growth alone is not the answer to prosperity—as shown in so many overpopulated areas of the world. But, in an industrious and progressive nation like the United States, with its rising productivity, population growth means a great deal, for this population is in the best position in history to buy the products of factories that keep the country humming. Employment is in a strong up-trend, and the spur to income will be all the greater because of the continued up-trend in wages and salaries.

► Finally, the restless, scientific advance of the nation—as typified by the research segment of the economy—is sure to bring more progress to stimulate the various facets of the American business structure. Significantly, research expenditures for development of new and better products are running at a new high, 11% above the previous record established in 1957. This holds the promise of many new items with mass appeal that will advance living standards further. And it means more plants and machinery, more labor needs, more of the advertising and selling expenditures which in the past have been responsible for stimulating production, consumption

and profits in the successful American manner.

Unfavorable side of ledger

The favorable elements in the economy are exceptionally strong, but, as usual, there are drawbacks. Those which appear to be disturbing people the most are:

Possible decline in farm income. Agricultural economists expect a 5 to 10% lower farm income in 1959 than in 1958, reflecting in part lower farm prices resulting from huge crops this year and anticipated large crops in 1959. However, even if this should come about, its effect on the total economy of the country would not be great. Total agricultural income comprises only 5% of total personal income of the nation, and, even though some specific lines would be hit by a farm income decline of 5 to 10%, the over-all effect in the business world would not be great.

Tightening money rates. The Federal Reserve Board has been hardening the money rate and supply—and continuation could have harmful effects on the building boom, instalment-buying and other areas. However, the Board's objective is not to squelch the business rise but to retard inflation. Moreover, the policy can be changed overnight if there is evidence of serious injury to business. Then, too, if Democratic policy adheres to form, there will be heavy Congressional pressures under Democratic majorities in both houses for easing of money rates in 1959.

Specter of inflation. This will always be a problem with a dynamically growing nation under rising influence of labor unions who push constantly for higher wages and benefits that are automatically added on to prices for finished goods. The extreme step is for Government to impose wage and price controls, but there is no prospect of this at present, since prices are not rising sharply. The consumer price index has been steady for the past several months, and the Board of Analysts of Future Sales Ratings foresees a rise of less than 2% in that index for 1959. Huge farm output and great manufacturing capacities will provide large supplies that will help to restrain a rising price level.

Strikes and strike potentials. Strikes helped to drag down the economic level in 1958, though few lasted a long time. As business improves, there are likely to be further strikes, with possible disruption of business and increased operating costs. The most-feared potential strike involves the

steel industry, which faces midyear 1959 labor contract renewals. In 1956 a major setback to the economy was caused by the 36-day strike of steel workers. At least, a pattern has been set by the automotive industry in 1958. There, all contracts were renewed with comparatively moderate stoppage of work and relatively light inflationary results.

High plant capacities. Already at an all-time high, industrial plant capacity is scheduled to go higher. Under our extended foreign-aid programs, imports also may rise, adding to a situation — as some analysts contend — of overexpansion, excess competition and oversaturation of the market with goods. Silver lining to that is the check it places on inflation. With rising population and a constantly improving marketing system in this country, the distribution of these extra goods is not expected to cause undue

problems in the forthcoming 12 months.

Government spending curb. Intentions are well-conceived to cut Government spending, but the record shows that this is not easily done. There seems no likelihood that the cold war will diminish in 1959, and Federal spending is expected to continue high. State and municipal spending is trending upward strongly, and will far more than offset decreases that may take place in some areas of Federal spending.

Higher tax potential. There will very likely be an effort to raise Federal and other taxes in 1959, to meet rising expenses and contain inflation. Increases, if any, however, are likely to be moderate, so as not to rock the boat of business recovery, which must remain steady to help alleviate a still-high level of unemployment. ♦



A New Trademark for Kaiser

An attractive new trademark, calculated to make the family of Kaiser companies as "memorable" as certain time-honored symbols have done for Good Housekeeping, Chevrolet and Westinghouse, has started to appear on the companies' products, packages, advertising, stationery and equipment.

The new design was developed by Frank Gianninoto & Associates, Inc., and features a three-pointed, rocket-like shape conveying a sense of forward motion.

The name "Kaiser" appears at the left of the rocket shape and the particular descriptive name of each individual company is at the right.

Kaiser Aluminum received a trademark of its own similar to the general symbol with the exception that two additional points were superimposed on the rocket shape forming a stylized star. This was done as a result of the company's advertising which describes aluminum as "the bright star of metals."

Both Kaiser Industries and the Gianninoto organization agreed that such a trademark will emphasize the unity of the companies' diverse activities and, most important, provide an effective and memorable device for identifying all its products and facilities.

Says Frank Gianninoto, "An organization without a corporate design is as successful as an individual without a personality. There is nothing to identify, nothing to distinguish—and no incentive for recalling the name."

He points out that consistent use of the new Kaiser design concept will increase the prestige of the entire group of companies, providing meaningful and enduring identification for each Kaiser enterprise.

February Retail Sales Will Rise by 8%

(biggest gain in 22 months)

By DR. JAY M. GOULD

Research Director

Sales Management and its Survey of Buying Power

DURING 1959 retail sales will be one of the most important bellwethers of our national economy. Starting with this issue Sales Management takes a giant step forward in marketing by estimating retail sales for two months ahead for the nation, all states, 285 U. S. and 15 Canadian cities. We are doing this in response to urgent requests from our readers. This will give users the time necessary to adjust sales quotas, and apply advertising and promotional pressure where and when it is most effective to capitalize fully on national and local trends.

The volume of retail sales in February 1959 will total \$14.9 billion, a gain of 8% over February 1958. This will represent the largest monthly percentage gain in retail sales that we have forecast since April 1957, when we predicted a gain over the

FORECASTS ADVANCED

In this issue, forecasts of city retail sales are given for the next month instead of for the current month. This more usable service will continue with one other modification: the High Spot Cities feature will appear in the second issue of the month (instead of the first) starting February 20.

preceding April of 10% (and actual sales rose by 9%).

In part this exceptionally favorable February performance reflects the presence of an additional shopping day and price increases of about 2%,

plus the fact that February of 1958 represented one of the low points of the past recession. Nevertheless, retailing prospects in the new year look quite good, as we inch ourselves out of the recession. A good Christmas shopping season and the long awaited revival in new car sales head the list of favorable signs. These include, in addition, a strong upsurge in residential building and continued gains in industrial output, which by the outset of 1959 will have caught up with previous peak levels.

Sales Management's retail sales forecasts are prepared by the staff of the famous Survey of Buying Power, nationally accepted authority for sales, income and population data. Based on the accuracy of past performance we feel confident that the two-month projections will prove a valuable and reliable marketing and advertising

Retail Sales Box Score

	11-Month Totals \$ Millions			%	November \$ Millions			%
	1958	1957	Change		1958	1957	Change	
Food	45,855	43,529	+ 5.3		4,231	4,233	0.0	
Eating and Drinking Places ..	13,541	13,548	— .1		1,196	1,205	— .7	
General Merchandise	18,327	18,062	+ 1.5		2,037	2,009	+1.4	
Apparel	10,729	10,489	+ 2.3		1,144	1,140	+ .4	
Furniture & Appliances	9,186	9,443	— 2.7		971	962	+ .9	
Lumber, Building, Hardware ..	12,703	12,760	— .4		1,139	1,095	+4.0	
Automotive	30,697	35,581	—13.7		2,809	2,977	—5.6	
Gasoline Service Stations	14,411	13,783	+ 4.6		1,360	1,262	+7.8	
Drug & Proprietary	5,856	5,635	+ 3.9		535	532	+ .6	
*Total Sales	179,171	180,156	— .5		17,279	17,133	+ .9	

* Includes data for kinds of businesses not shown in above nine categories.

tool. How accurate have we been in the past, with our one-month forecasts? Here is the rundown of our monthly forecasts for the U. S., compared with the final official tabulation, available two months after the month in question.*

which these high-spot ratings are put. Perhaps this is a good time for the writer to express his personal conviction that aside from the accuracy of the national forecasts incorporated in these estimates, the relative standings of the 300-odd cities presented here

resents an improvement over the low point of 91.1 reached last August, it offers a clue to how much further our automotive capital must go to obtain full recovery. In the months to come Detroit's high-spot standing in these pages may well serve as one of the key indicators of national recovery.

MONTHLY RETAIL SALES IN 1958

(Billions of Dollars)

	Forecast	Actual	% Error
Jan.	14.9	15.3	-2.7
Feb.	14.1	13.8	+1.8
Mar.	16.1	15.4	+4.3
April	16.1	16.3	-1.0
May	16.7	17.4	-4.1
June	16.6	16.6	0.0
July	16.9	16.4	+2.5
Aug.	17.0	17.1	-0.6
Sept.	16.8	16.3	+4.2
Oct.	17.3	17.4	-0.4
Nov.	17.3	17.3(prelim.)	0.0
Dec.	21.0		

Average for 11 months +0.3

Several points need to be made here. Taking the direction of error into account, over the 11-month period we were on the high side by 0.3%. Ignoring direction, our average error was well under 2%. We believe this to represent a good forecasting performance for two reasons. First, because of seasonal movement alone, monthly sales can vary by nearly 50% from the low month of February to the high month of December. Second, the tabulation does not reveal the fact that during the course of the year there were turning points in retail sales which our forecasts effectively anticipated. At the beginning of the year 1958 retail sales were still scoring gains over the same month of the preceding year on the order of 4%, but this gain changed to a decline of 4.5% in June, when retailing fell to its lowest point, as we had accurately forecast. Since then retailing has again moved into the plus column and has finished the year with a 6% gain in December, according to our forecast. Thus, the true test of the accuracy of forecasting is the ability to sense the point at which the turns take place.

At any rate, we sincerely hope that in switching to a two-month forecast we can maintain a similar degree of accuracy. We would also welcome comment from readers on the uses to

offer the most sensitive indicators of the uneven impact of the recovery on the marketing centers of the nation currently available in any official or private source. The city-national indexes, particularly, trace for each city an accurate record of how recession and recovery affect the economic structure of the city. For example, we show for Detroit a city-national index for February of 97.9. While this rep-

Sales Management's Research Department, with the aid of Market Statistics Inc., maintains running charts on the business progress of about 300 of the leading market centers of this country and Canada.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index, 1959 vs. 1948." This figure ties back directly to the official 1948 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1948 month. In Canada the year of comparison is 1951, the most recent year of official sales Census results.

The second figure, "City Index, 1959 vs. 1958," is similar to the first, except that

We'd Like to Know...

the various uses which you, and other sales executives, make of these High Spot Cities figures. We know that they are currently being used to set monthly quotas, to place advertising selectively, to compare market potentials.

But we've got a suspicion—based on our experience with the Survey of Buying Power—that marketing people are inventive souls and undoubtedly have come up with many uses for these data.

Please drop a line to Dr. Jay Gould, Research Director, Sales Management, 630 Third Ave., New York 17. Tell us how you use High Spot Cities.

* This means that a three-month interval separates our forecast figure from the final figure.

30 Best Markets for February

(Top three cities in each of 10 regions)

The following cities have a common denominator—retail sales leadership in the ensuing month. The index opposite each city compares its performance with that of the nation as a whole. (U. S. index serves as base, always 100.) For example, if a city has an index of 106.9 that means that its retail sales next month are forecast to lead the nation by 6.9%. Canadian figures are compared with U. S.

NEW ENGLAND Salem, Mass. 118.4 Newport, R. I. 113.6 Burlington, Vt. 106.4	MOUNTAIN Albuquerque, N. M. 119.6 Tucson, Ariz. 112.4 Boise, Idaho 110.8
WEST NORTH CENTRAL Sioux Falls, S. D. 127.5 Hutchinson, Kans. 124.2 Sioux City, Iowa 122.3	EAST NORTH CENTRAL Indianapolis, Ind. 106.3 Champaign-Urbana, Ill. 106.0 Madison, Wis. 105.2
WEST SOUTH CENTRAL Muskogee, Okla. 122.1 Lubbock, Tex. 115.1 Austin, Tex. 109.3	EAST SOUTH CENTRAL Jackson, Miss. 130.6 Montgomery, Ala. 111.6 Meridian, Miss. 107.4
MIDDLE ATLANTIC Camden, N. J. 114.9 Trenton, N. J. 111.7 Hempstead Township, N. Y. 109.4	PACIFIC Santa Rosa, Calif. 122.3 Santa Ana, Calif. 112.9 Bakersfield, Calif. 111.8
SOUTH ATLANTIC Wilmington, Del. 122.2 Greensboro, N. C. 118.2 Richmond, Va. 115.0	CANADA Regina, Sask. 113.9 Ottawa, Ont. 109.6 Winnipeg, Man. 105.6

last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today compared with last year.

The third column, "City-National Index, 1959 vs. 1958," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star, are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1958 which equals or exceeds the national change.

SM HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for February, 1959)

	City Index 1959 vs. 1948	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) February 1959
UNITED STATES				
	166.7	108.0	100.0	14912.00
Ala.	166.5	104.6	96.9	186.55
Birmingham	167.5	106.7	98.8	39.08
Florence				
Sheffield				
Tusculum	218.6	102.1	94.5	6.65
Gadsden	145.5	102.4	94.8	5.15
Mobile	180.2	102.7	95.1	17.05
★ Montgomery	204.6	120.5	111.6	14.54

RETAIL SALES FORECAST
(S.M. Forecast for February, 1959)

	City Index 1959 vs. 1948	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) February 1959
Ariz.	243.9	114.7	106.2	109.81
★ Phoenix	250.4	115.8	107.2	35.63
★ Tucson	249.6	121.4	112.4	18.34
Ark.	149.2	108.5	100.5	110.75
★ Fort Smith	165.7	110.1	101.9	7.06
★ Little Rock				
North				
Little Rock	177.5	111.7	103.4	20.43
Calif.	197.6	106.8	98.9	1488.86
★ Bakersfield	213.7	120.7	111.8	16.64
★ Berkeley	153.7	110.4	102.2	10.85
★ Fresno	173.5	110.7	102.5	22.15
Long Beach	186.2	101.6	94.1	39.47
★ Los Angeles	191.6	109.2	101.1	310.08
Oakland	134.6	104.2	96.5	50.46
Pasadena	164.2	106.8	98.9	21.42
Riverside	242.3	106.7	98.8	10.66
Sacramento	202.8	107.8	99.8	33.02
★ San Bernardino	220.3	115.6	107.0	14.98
★ San Diego	239.4	116.3	107.7	60.37
★ San Francisco	120.7	109.5	101.4	85.65
★ San Jose	263.3	112.5	104.2	26.75
★ Santa Ana	325.8	121.9	112.9	15.54
Santa Barbara	166.8	107.6	99.6	8.34
★ Santa Rosa	235.5	132.1	122.3	7.70
★ Stockton	146.2	112.3	104.0	13.22
★ Ventura	149.6	114.4	105.9	5.83
Colo.	177.9	102.5	94.9	152.99
★ Colorado Springs	325.9	116.9	108.2	12.91
★ Denver	197.1	113.6	105.2	68.98
★ Pueblo	209.9	109.3	101.2	9.51
Conn.	178.2	102.4	94.8	236.27
Bridgeport	121.9	100.1	92.7	17.36
Hartford	162.1	105.3	97.5	29.42
Meriden				
Wallingford	164.9	107.0	99.1	6.61
Middletown	178.2	102.0	94.4	4.07
New Haven	150.7	104.4	96.7	21.16
★ New London	185.5	111.5	103.2	6.01
Norwich	181.6	106.9	99.0	4.34
Stamford	202.6	107.6	99.6	11.27
Waterbury	141.9	106.4	98.5	10.67
Del.	188.6	128.7	119.2	48.74
★ Wilmington	180.7	132.0	122.2	22.98
D. of C.	133.9	106.3	98.4	102.41
Washington	133.9	106.3	98.4	102.41
Fla.	288.8	110.4	102.2	462.38
★ Fort Lauderdale	456.6	111.5	103.2	18.81
★ Jacksonville	239.0	115.0	106.5	40.71
★ Miami	281.7	116.5	107.9	74.90
★ Orlando	356.4	113.9	105.5	20.78
Pensacola	368.1	101.4	93.9	14.32

MIDDLETOWN Metropolitan Area

Connecticut's No. 1
Automotive Market
\$1,098 Family Auto Sales

Middletown Metropolitan Area (Middlesex County) tops every other Connecticut area in family automotive purchases—outbuys the runner-up area by \$138 per family. And ranks 19th among the country's 280 areas!

Pace-setting Metropolitan Middletown — top-choice automotive market in the state and nation—is thoroughly sold only by the Press. No combination of outside newspapers comes anywhere near equaling the Press coverage.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.
OUR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

NEW LONDON

Food Sales

2nd

In CONNECTICUT

Appetizing? Average spending for food: \$1777 per household! New London ranks 2nd of all Connecticut cities with a population of 25,000-or-more (SM '58 Survey).

Cover this 66,547 ABC City Zone now—through its only daily.

The Day

NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN

SALES MANAGEMENT

THIS IS Eastern Connecticut

\$103 More Gasoline Sales Per Family

Eastern Connecticut's gasoline service stations ring up \$19,746,000 sales—for an average of \$401 per family . . . compared with \$298 nationally.

The Norwich Bulletin alone gives your sales quick pick-up and big mileage in isolated Eastern Connecticut—the one daily published *inside* the market. Go places in Eastern Connecticut with the Bulletin.

Norwich Bulletin and Norwich Bulletin-Record (Sundays)

NORWICH, CONN.

Bulletin Sunday Record
26,037 Daily 22,104

Represented by
The Julius Mathews Special Agency, Inc.



"Don't forget: It's Connecticut's
Richest Large Market"

UNMATCHED TEAM SELLING

Get your full share of Stamford's \$221,918,000 income (\$9,021 per family) by paralleling local retail selling. Team up with the advertising of Stamford's retailers . . . who reach 97% of Stamford homes through the Advocate's *unmatched* coverage.

Stamford Advocate STAMFORD, CONN.

Represented by
The Julius Mathews Special Agency, Inc.

-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for February, 1959)

	City Index 1959 vs. 1958	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) February 1959
--	--------------------------------------	--------------------------------------	--	-------------------------------------

Fla. (cont'd)

St.				
Petersburg	314.4	105.9	98.1	24.59
★ Tampa	325.0	115.5	106.9	35.71

Ga.	187.8	107.3	99.4	271.00
★ Albany	210.9	115.6	107.0	5.29
★ Atlanta	193.7	109.2	101.1	70.07
★ Augusta	202.3	117.6	108.9	11.49
Columbus	156.8	105.5	97.7	9.94
★ Macon	178.7	110.7	102.5	10.24
★ Savannah	197.9	109.9	101.8	14.78

Hawaii

★ Honolulu	166.2	112.3	104.0	27.73
------------	-------	-------	-------	-------

Idaho	161.1	116.7	108.1	64.15
★ Boise	195.7	119.7	110.8	8.79

Ill.	150.5	104.1	96.4	902.99
------	-------	-------	------	--------

★ Bloomington	145.5	112.5	104.2	5.69
★ Champaign-				
Urbana	163.2	114.5	106.0	8.52
Chicago	141.2	106.7	98.8	419.16
Danville	126.5	104.0	96.3	5.03
Decatur	164.7	103.8	96.1	10.31
East St.				
Louis	163.9	107.8	99.8	9.60

★ Moline-Rock				
Island-East				
Moline	159.0	109.4	101.3	12.38
Peoria	144.7	104.4	96.7	16.31
Rockford	196.5	102.5	94.9	18.36
★ Springfield	159.7	112.9	104.5	13.57

Ind.	157.0	105.7	97.9	378.06
Evansville	146.9	101.6	94.1	14.06
Fort Wayne	151.2	105.9	98.1	17.85
Gary	160.9	102.1	94.5	15.54
★ Indianapolis	170.8	114.8	106.3	68.06
★ Lafayette	140.7	109.1	101.0	5.15
Muncie	159.2	104.3	96.6	7.23
South Bend	123.4	102.0	94.4	14.36
Terre Haute	128.4	104.5	96.8	8.36

Iowa	150.5	113.0	104.6	262.91
★ Cedar Rapids	160.2	109.6	101.5	10.96
★ Davenport	146.5	109.6	101.5	10.49
★ Des Moines	153.8	116.7	108.1	26.12
★ Dubuque	132.9	116.7	108.2	5.66
★ Sioux City	167.5	132.1	122.3	13.05
★ Waterloo	141.8	108.6	100.6	8.25

Kans.	161.1	108.6	100.6	186.64
★ Hutchinson	163.9	134.1	124.2	5.90
★ Kansas City	161.9	110.2	102.0	11.98
Topeka	177.1	104.7	96.9	11.21
★ Wichita	213.8	110.8	102.6	29.63

Ky.	152.6	102.1	94.5	174.48
★ Lexington	180.5	111.1	102.9	12.20
Louisville	156.7	103.4	95.7	43.54
Paducah	168.7	102.9	95.3	4.82

Just like Paul
and his lantern . . .



people
REACT
to the
voice and vision
of NBC in
South Bend - Elkhart
call Petry today!

WNDU-TV CHANNEL 16
BERNIE BARTH & TOM HAMILTON

ONLY the RECORD and JOURNAL



COVER
Meriden • Wallingford, Conn.

Are you getting your share of the Meriden-Wallingford \$90½ million* retail market? You can, easily and at low cost, with the Record and Journal 97% coverage. One warning: Hartford and New Haven newspapers hardly nibble the fringes of this able-to-buy area of nearly 100,000 customers. *SM '58 Survey

**The Meriden
RECORD and JOURNAL**

Meriden • Connecticut
National Representatives:
GILMAN, NICOLL & RUTHMAN

Portland, Maine market

162

rated first* for testing among U. S. cities in 75,000 to 150,000 population group.

*according to Sales Management

rated sixth* for testing among all U. S. cities due to stable economy.

rated second* for testing among all New England cities regardless of population.

the *testin*gest market in the country gives first aid to new products



Johnson & Johnson selected Portland, Maine as a test city because of the ideal conditions required to get the right answers!

94% COVERAGE OF ABC RETAIL ZONE
Portland, Maine Newspapers
 PORTLAND PRESS HERALD EVENING EXPRESS
 SUNDAY TELEGRAM

represented by
 Julius Mathews Special Agency

SM HIGH SPOT CITIES

RETAIL SALES FORECAST (\$ M. Forecast for February, 1959)

	City Index 1959 vs. 1948	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) February 1959
La.	181.6	102.2	94.6	209.02
★ Baton Rouge	277.8	108.5	100.5	22.31
Lake Charles	282.3	104.7	96.9	8.64
★ Monroe-West				
Monroe	194.7	108.3	100.3	8.20
New Orleans	164.3	102.4	94.8	57.20
Shreveport	174.3	106.7	98.8	18.27
Maine	153.1	106.5	98.6	78.12
★ Bangor	158.6	112.1	103.2	5.74
Lewiston-				
Auburn	147.6	105.3	97.5	6.73
★ Portland	142.6	110.2	102.0	10.72
Md.	190.5	103.1	95.5	245.28
Baltimore	165.1	105.5	97.7	115.60
Cumberland	147.8	107.5	99.5	5.48
Hagerstown	188.5	107.9	99.9	6.18
Mass.	160.3	106.1	98.2	459.41
★ Boston	143.5	108.6	100.6	104.98
★ Brockton	140.9	114.0	105.6	6.74
Fall River	122.6	107.8	99.8	8.58
★ Holyoke	162.6	113.8	105.4	6.49
★ Lawrence	149.4	113.7	105.3	9.41
Lowell	127.7	105.3	97.5	7.93
Lynn	138.4	107.2	99.3	9.37
New Bedford	125.4	104.8	97.0	9.04
Pittsfield	154.5	107.2	99.3	6.44
★ Salem	176.9	127.9	118.4	6.51
★ Springfield	153.0	109.5	101.4	20.40
Worcester	136.4	107.5	99.5	20.78
Mich.	164.5	103.4	95.7	662.68
★ Battle Creek	155.4	108.0	100.0	7.58
Bay City	166.5	106.8	98.9	7.03
Detroit	147.9	105.7	97.9	209.41
Flint	208.4	106.5	98.6	27.79
Grand Rapids	152.9	107.4	99.4	24.77
Jackson	159.0	106.2	98.3	8.57
Kalamazoo	178.0	107.8	99.8	11.92
Lansing	154.9	106.1	98.2	14.81
Muskegon	151.3	104.9	97.1	7.59
Pontiac	200.9	106.5	98.6	12.54
Port Huron	145.2	106.4	98.5	5.21
Royal Oak-				
Ferndale	241.0	105.7	97.9	13.52
Saginaw	159.4	106.5	98.6	11.36
Minn.	149.6	107.2	99.3	295.12
Duluth	141.5	99.4	92.0	11.73
★ Minneapolis	147.9	109.9	101.8	72.42
★ St. Paul	145.9	113.5	105.1	39.96
Miss.	198.3	130.6	120.9	136.98
★ Jackson	218.9	141.0	130.6	15.13
★ Meridian	181.4	116.0	107.4	4.99
Mo.	155.4	107.4	99.4	376.99
★ Joplin	144.9	109.5	101.4	5.20
Kansas City	134.7	114.7	106.2	68.57
★ St. Joseph	145.9	117.9	109.2	8.17

SALES MANAGEMENT

1st in LOUISIANA

BATON ROUGE

Louisiana's fastest growing market is tops in the state's high spot cities.
LOOK HOW SALES ARE SOARING!

RETAIL SALES
77 percent above the Louisiana average

FOOD SALES
61 per cent above the Louisiana average

GENERAL MERCHANDISE
64 per cent above the Louisiana average

**FURNITURE -
HOUSEHOLD APPLIANCES**
107 per cent above the Louisiana average

AUTOMOTIVE SALES
95 per cent above the Louisiana average

DRUG SALES
95 per cent above the Louisiana average

Baton Rouge's top SELLING force is

**STATE-TIMES
AND
MORNING ADVOCATE**
Represented by the John Budd Company

The Only Way
to Sell

Maine's 4th Market

Surest, most economical—and only—way to sell York County, Maine's 4th market, is to capture its prime sales package—Biddeford-Saco.

This twin-city market accounts for 42% of the county's \$102,-504,000 retail sales, and is sold thoroughly only by the Biddeford-Journal . . . reaching 90% of Biddeford-Saco homes.

**THE BIDDEFORD
JOURNAL**
BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for February, 1959)

Mo. (cont'd)	City Index 1959 vs. 1958	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) February 1959
St. Louis ..	133.1	105.5	97.7	88.44
★ Springfield ..	179.0	117.8	109.1	10.54
Mont.	156.4	108.4	100.4	64.48
★ Billings ..	179.9	114.9	106.4	7.12
Butte	128.7	99.4	92.0	4.23
★ Great Falls ..	171.0	114.3	105.8	6.89
★ Missoula ..	149.8	114.5	106.0	3.58
Neb.	158.9	113.2	104.8	143.20
★ Lincoln ..	167.8	119.0	110.2	13.63
★ Omaha ..	159.9	114.9	106.4	33.50
Nev.	236.3	107.9	99.9	32.48
★ Las Vegas ..	325.6	108.3	100.3	10.19
★ Reno	217.0	113.1	104.7	10.70
N. H.	157.1	106.5	98.6	49.82
Manchester ..	157.8	107.5	99.5	9.14
★ Nashua ..	164.7	113.0	104.6	4.10
N. J.	182.0	111.7	103.4	548.53
Atlantic City ..	131.3	107.8	99.8	10.55
★ Camden ..	159.6	124.1	114.9	15.19
Elizabeth ..	135.0	104.7	96.9	11.10
★ Jersey City- Hoboken ..	130.2	115.7	107.1	24.64
★ Newark ..	134.4	117.9	109.2	52.98
Passaic- Clifton ..	188.3	107.4	99.4	17.12
Paterson ..	151.6	107.4	99.4	18.87
★ Trenton ..	220.7	120.6	111.7	25.00
N. M.	256.9	126.0	116.7	83.84
★ Albuquerque ..	340.9	129.2	119.6	26.42
N. Y.	157.4	108.1	100.1	1557.42
★ Albany ..	149.3	108.2	100.2	18.51
★ Binghamton ..	137.5	112.3	104.0	10.53
Buffalo ..	129.7	101.0	93.5	58.19
Elmira ..	130.9	102.2	94.6	6.48
★ Hempstead Township ..	355.5	118.2	109.4	97.08
Jamestown ..	128.1	101.8	94.3	5.11
★ New York ..	147.2	111.9	103.6	804.23
Niagara Falls ..	167.6	102.1	94.5	11.13
Poughkeepsie ..	157.8	105.7	97.9	7.10
★ Rochester ..	176.6	108.9	100.8	50.18
Rome ..	164.1	99.4	92.0	4.04
Schenectady ..	129.4	101.0	93.5	11.33
Syracuse ..	145.0	107.8	99.8	28.01
Troy ..	130.4	104.5	96.8	8.37
Utica ..	130.9	104.9	97.1	10.71
N. C.	200.6	111.6	103.3	308.43
Asheville ..	166.1	101.1	93.6	9.07
★ Charlotte ..	214.0	117.8	109.1	24.87
★ Durham ..	147.1	114.7	106.2	8.64
★ Greensboro ..	240.0	127.7	118.2	20.55
★ High Point ..	236.0	111.8	103.5	6.16
★ Raleigh ..	188.8	115.0	106.5	10.63

The morning
after....



YOUR SALES MESSAGE
HITS THE 50,000 TV HOMES
covered by

KMSO - channel 13

THINGS BEGIN TO HAPPEN
IN WESTERN MONTANA

BECAUSE . . .

KMSO programs the best of all 3 net-
works . . . plus VIP treatment for ALL
commercials.

and that goes for
KGVO RADIO TOO
CBS — ABC — NBC

ask GILL-PERNA or
KMSO-KGVO — MISSOULA, MONT.

What Are You
Selling,
STRANGER?

Whether it's spinach, soap, aspirin,
shoes, coffee or cars, you're a
stranger in the \$53,890,000 Little
Falls market if you're not in the
Times.

In more than 70% of the market's
homes the Times is the *only* ad-
vertising medium that keeps your
advertising alive all day long—
to interest every member of the
family . . . the only medium that's
sure of getting the entire family's
attention every weekday.

All things considered—coverage,
cost, impact—there's no reason to
be a stranger in the Little Falls
market.

Little Falls Times
LITTLE FALLS, N. Y.

Represented by
The Julius Mathews Special Agency, Inc.

You Can be SURE . . . When You Use the Salisbury POST

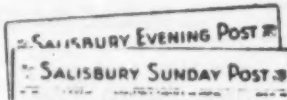
Yes . . . you are sure of
17,800 responsive circulation.

All metropolitan state
papers combined have a
circulation in Salisbury-
Rowan of but a fraction
over 3,500.

The POST is the ONLY
newspaper published in
the Salisbury-Rowan
market.

Use the POST.

It sells . . .
profitably.



Published in the Tri-Cities
Salisbury—Spencer—East Spencer
Post Office:

SALISBURY, NORTH CAROLINA

New SYLVANIA Plant Adds To Economy of ALTOONA!

Recently Sylvania Electric Products, Inc. opened the doors of its new \$2-million electronic tube plant in Altoona, Pa., to admit nearly 1,000 employees. The sparkling, contemporary structure is indeed a credit to the community, enhancing the stability and buying power of this growing area.

Sylvania is the 12th new industry to make its home here in the past ten years, boosting payrolls by \$12-million a year, and pushing retail sales to a new high of \$140-million, over \$39-million in food sales alone! And one dynamic daily newspaper is the selling force that saturates this growing community, reaching 85% of city zone families, 3 out of 4 Blair County homes . . . the Altoona Mirror!

Sell Growing Altoona with the

Altoona Mirror

Altoona, Pennsylvania's Only Daily Newspaper

RICHARD E. BEELER, Adv. Mgr.

SM HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for February, 1959)

	City Index 1959 vs. 1958	City Index 1959 vs. 1958	City Index 1959 vs. 1958	\$ (Million) February 1959
N. C. (cont'd)				
Salisbury ..	175.5	104.9	97.1	3.65
Wilmington ..	170.9	101.6	94.1	5.44
★ Winston- Salem	206.0	110.1	101.9	12.32
N. D.				
143.0	112.3	104.0	59.73	
★ Fargo	163.3	115.2	106.7	7.55

Ohio	168.7	104.3	96.6	840.44
Akron	171.2	106.5	98.6	37.02
Canton	154.0	105.5	97.7	15.85
Cincinnati ..	151.5	107.9	99.9	63.65
Cleveland ..	149.6	105.2	97.4	118.03
★ Columbus ..	192.0	113.1	104.7	60.14
Dayton	162.0	106.4	98.5	37.62
Elyria	164.2	105.4	97.6	4.68
Hamilton	178.4	107.7	99.7	8.31
Lima	160.1	105.8	98.0	7.64
Lorain	177.1	106.2	98.3	6.87
Mansfield ..	169.4	107.0	99.1	7.52
Middletown ..	156.6	107.5	99.5	4.73
Persimouth ..	146.5	106.2	98.3	4.98
Springfield ..	151.9	106.1	98.2	9.72
Steubenville ..	188.2	105.9	98.1	6.93
Toledo	137.6	106.3	98.4	36.09
Warren	173.4	104.7	96.9	7.93
Youngstown ..	163.3	104.7	96.9	23.64
Zanesville ..	146.9	106.8	98.9	5.13

Okla.	154.4	102.3	94.7	173.00
Bartlesville ..	171.8	100.5	93.1	2.66
★ Muskogee ..	189.0	131.9	122.1	4.76
Oklahoma City	174.3	104.2	96.5	34.32
Tulsa	181.9	102.6	95.0	28.27

Ore.	149.2	108.5	100.5	162.90
★ Eugene	138.3	111.0	102.8	7.53
★ Portland	132.8	110.7	102.5	52.16
★ Salem	166.1	115.6	107.0	8.52

Penna.	144.8	103.6	95.0	883.57
★ Allentown ..	167.1	113.4	105.0	16.24
★ Altoona	132.6	110.1	101.9	7.00
Bethlehem ..	152.1	99.6	92.2	6.46
★ Chester	181.6	114.5	106.0	9.79
Erie	129.5	100.4	93.0	14.06
★ Harrisburg ..	162.1	109.8	101.7	15.45
Hazleton	121.3	102.5	94.9	3.44
Johnstown ..	140.7	99.5	92.1	8.63
★ Lancaster ..	160.7	109.6	101.5	9.93
★ Norristown ..	224.9	110.8	102.6	6.79
Oil City	117.7	100.5	93.1	1.74
★ Philadelphia ..	130.3	108.3	100.3	197.87
Pittsburgh ..	128.3	101.3	93.8	76.09
Reading	128.5	104.9	97.1	12.16
Sharon	124.9	100.8	93.3	3.76
Scranton	118.3	105.9	98.1	10.98
Wilkes-Barre ..	116.5	106.8	98.9	8.47

RETAIL SALES FORECAST (S.M. Forecast for February, 1959)

	City Index 1959 vs. 1958	City Index 1959 vs. 1958	City Index 1959 vs. 1958	\$ (Million) February 1959
Williamsport ..	125.5	104.4	96.7	5.09
York	177.0	105.0	97.2	9.75

R. I.	148.9	108.4	100.4	71.14
★ Newport	157.2	122.7	113.6	3.24
Pawtucket- Central Falls ..	108.1	101.0	93.5	7.56
★ Providence ..	132.7	114.0	105.6	29.09
Woonsocket ..	131.6	105.5	97.7	4.68

S. C.	165.7	104.3	96.6	130.14
★ Charleston ..	184.4	108.1	100.1	11.18
★ Columbia ..	183.2	111.2	103.0	13.89
Greenville ..	168.2	100.9	93.4	10.70
Spartanburg ..	117.8	106.8	98.9	5.50

S. D.	164.5	123.8	114.6	70.14
Aberdeen	115.5	103.1	95.5	3.08
★ Rapid City ..	237.7	125.9	116.6	6.56
★ Sioux Falls ..	189.7	137.7	127.5	10.05

Tenn.	160.3	105.4	97.6	229.02
★ Chattanooga ..	164.6	111.5	103.2	18.88
Knoxville	154.5	107.1	99.2	18.57
Memphis	142.2	103.1	95.5	45.15
★ Nashville	195.5	114.3	105.8	31.88

Texas	178.9	106.2	98.3	797.49
Abilene	181.9	105.9	98.1	7.66
★ Amarillo	212.1	114.5	106.0	16.00
★ Austin	189.5	118.0	109.3	17.48
Beaumont	165.00	100.9	93.4	12.94
Corpus Christi	212.1	102.4	94.8	17.96
★ Dallas	202.3	109.5	101.4	86.49
★ El Paso	244.8	113.6	105.2	23.84
★ Fort Worth ..	169.5	110.3	102.1	42.59
Galveston	103.8	98.1	90.8	5.87
Houston	186.0	104.1	96.4	88.13
★ Laredo	161.4	111.6	103.3	4.23

NEWPORT

Rhode Island's top High-Spot City
and Richest Market.

Bullseye selling in the isolated Newport market is as easy as pie. That's because the market's bullseye—the city zone—is practically the entire market . . . with 71% of the population, 76% of its \$128,244,000 income, 70% of its \$62,863,000 sales. The Daily News—with 88% of its circulation in the city zone — gives you close-range shotgun coverage of the bullseye. You can't miss.

The Newport Daily News

Newport County's Only Daily

Largest Circulation
in Southern Rhode Island

Represented by
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT



You'll reach Rhode Island's top-income market only with the Pawtucket Times! Pawtucket's \$5219 Income per C.S.U.* is highest of all the state's daily newspaper cities. And Pawtucket Times city zone coverage is 90% . . . 4 times greater than any other daily . . . 7 times greater than any other evening newspaper.

*S.M. '58 Survey

Pawtucket Times

PAWTUCKET, RHODE ISLAND
Represented Nationally By
GILMAN, NICOLL & RUTHMAN

capitalize

— on COLOR! Only the CALL offers ROP color daily in R. I. Get extra impact—faster sales from your newspaper advertising this easy, economical way.

Any standard color may be used for space of 600 lines or more. Advance reservations required. Send for details and color rate card now!

WOONSOCKET CALL

Representatives:
Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S
PLUS + MARKET

SM HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for February, 1959)

	City Index 1959 vs. 1948	City Index 1959 vs. 1958	City Nat'l Index 1959 vs. 1958	\$ (Million) February 1959
Texas (cont'd)				
★ Lubbock . . .	223.4	124.3	115.1	16.00
Port Arthur . . .	196.5	101.6	94.1	8.37
★ San Angelo . . .	175.6	109.6	101.5	6.94
★ San Antonio . . .	181.5	111.7	103.4	47.12
Texarkana . . .	135.1	105.1	97.3	4.73
Tyler	169.5	104.3	96.6	6.42
★ Waco	169.9	111.9	103.6	11.40
★ Wichita Falls . . .	176.3	111.7	103.4	8.90

Utah	169.0	103.0	95.4	67.02
★ Ogden	176.0	113.5	105.1	8.34
Salt Lake City	195.2	103.6	95.9	29.26

Vt.	144.1	108.6	100.6	32.91
★ Burlington . . .	158.7	114.9	106.4	5.12
Rutland	140.0	105.5	97.7	2.79

Va.	187.1	109.3	101.2	283.72
Danville	134.2	106.3	98.4	4.80
Lynchburg	137.2	107.9	99.9	5.66
Newport News . . .	143.6	106.6	98.7	7.12
Norfolk	169.2	104.4	96.7	26.80
★ Portsmouth . . .	180.8	113.0	104.6	8.23
★ Richmond	169.3	124.2	115.0	36.70
Roanoke	144.2	104.4	96.7	11.16

Wash.	155.6	104.6	96.9	236.02
Bellingham	115.0	104.9	97.1	3.47
★ Everett	145.3	113.3	104.9	5.61
Seattle	173.0	106.6	98.7	72.58
Spokane	158.9	105.4	97.6	21.50
★ Tacoma	151.7	108.9	100.8	17.72
★ Yakima	143.0	113.0	104.6	7.86

W. Va.	130.6	98.4	91.1	114.87
Charleston	148.3	101.2	93.7	14.12
Huntington	161.2	100.3	92.9	10.67
Wheeling	126.6	101.3	93.8	7.39

Wis.	153.1	105.7	97.9	336.50
Beloit				
Janesville	138.1	96.3	89.2	6.96
Green Bay				
Appleton				
Neenah				
Menasha	169.3	106.7	98.8	14.15
Kenosha	145.4	105.7	97.9	6.04
★ La Crosse	151.7	110.5	102.3	6.27
★ Madison	189.0	113.6	105.2	15.46
★ Milwaukee	159.1	109.9	101.8	85.39
Oshkosh	132.9	107.4	99.4	5.14
Racine	136.2	103.9	96.2	8.19
Sheboygan	135.7	102.7	95.1	4.82
Superior	134.0	104.4	96.7	3.22

Wyo.	154.1	109.0	100.9	32.60
Casper	219.2	107.2	99.3	5.85
★ Cheyenne	194.6	117.3	108.6	5.64

RETAIL SALES FORECAST (S.M. Forecast for February, 1959)

	City Index 1959 vs. 1951	City Index 1959 vs. 1958	City Nat'l Index 1959 vs. 1958	\$ (Million) February 1959
CANADA	156.8	107.0	100.0	1087.00
Alberta				
Calgary	153.2	98.0	91.6	18.31
Edmonton	131.2	104.5	97.7	18.42
British Columbia				
Vancouver	160.9	100.5	93.9	49.42
★ Victoria	186.2	107.1	100.1	11.32
Manitoba				
★ Winnipeg	125.0	113.0	105.6	25.67
New Brunswick				
Saint John	139.7	95.3	89.1	5.16
Nova Scotia				
Halifax	131.5	105.7	98.8	8.72
Ontario				
Hamilton	127.7	100.3	93.7	19.38
London	145.3	105.9	99.0	12.14
★ Ottawa	138.5	117.3	109.6	19.11
★ Toronto	172.9	112.6	105.2	115.08
Windsor	106.3	96.7	90.4	9.22
Quebec				
★ Montreal	158.7	107.1	100.1	107.07
Quebec	133.3	104.6	97.8	14.38
Saskatchewan				
★ Regina	166.1	121.9	113.9	11.46



62.7%*

of all daily newspaper readers
in Toronto read the

TORONTO DAILY STAR
50 King Street West, Toronto

In the United States:
Ward Griffith & Co. Inc.

*Grunau Research Survey 1958

NOW You and Your Company Can
Share the National Spotlight With

Duncan Hines

Because you can now use Duncan Hines Guide Books for premiums and company gift-giving and . . . Your imprint can appear on the cover of any of the three Duncan Hines books.

Retailing for \$1.50, these authoritative and unbiased guide books—used by millions for nearly a quarter of a century—are now available at quantity prices for promotion and public relations purposes.

These famous guides list the best places to eat, the best places to stay, the best places to go. For gift or premium, they are books everyone can use the year round . . . always in good taste.

ADVENTURES IN GOOD EATING

3,400 of the best places to eat, 384 pages

LODGING FOR A NIGHT
4,000 of the best places to stay, 384 pages

VACATION GUIDE
1,300 selected vacation spots, 384 pages

For samples and quantity prices, write:

Dept. SM 1, Duncan Hines Institute, Inc.
408 East State Street, Ithaca, New York



**NEW IDEAS
IN 4-COLOR
BULLETINS**

Fresh, lively formats for
letters and self-mailers

**FREE CATALOG
of 22 new designs**

IDEA ART
307 5th Ave., New York 16
Phone: MUrray Hill 6-7270

EXECUTIVE SHIFTS IN THE SALES WORLD

Armour and Co. . . .

J. C. Mommsen appointed general sales manager, food division.

Borden Foods Co. . . .

Lawrence G. Butler promoted to executive vice president.

Burlington Industries, Inc. . . .

George L. Staff and Norman Duberstein elected vice presidents, sales, Pacific Mills.

Carpenter Steel Co. . . .

Thomas D. Burley named manager, high temperature steel sales, a new post.

Chrysler Corp. . . .

William C. Hanway, Jr., named Dodge truck sales manager.

Crown Cork and Seal Co., Inc. . . .

Al B. Sheen named export sales manager.

Dictaphone Corp. . . .

Leon E. Beardsley appointed assistant sales manager.

General Motors Corp. . . .

John J. Murphy appointed sales manager, new products, AC Spark Plug Division.

Gibraltar Corrugated Paper Co., Inc.

Sy E. Einhorn appointed sales manager, display division.

Lion Match Co. . . .

Howard C. Meyers elected vice president, sales; Ben Morgenstern, assistant vp, sales.

Mead Corp. . . .

N. A. Seidensticker elected president and general manager, E. A. Hoey, vp and sales manager, Chilli-cothe Paper Co., a wholly owned subsidiary.

Michigan Tool Co. . . .

Irvin R. Spangler appointed sales manager, machine and tools division.

H. K. Porter Co., Inc. . . .

W. Scott Bliss elected vice president, marketing, Vulcan-Kidd Steel Division.

St. Croix Paper Co. . . .

Kenneth T. Greenleaf, sales manager, elected vice president.

C. Schmidt and Sons, Inc. . . .

William Shine named director, sales and marketing.

Sylvania Electric Products Inc. . . .

Fred A. Martin named general sales manager, parts division.

Westinghouse Electric Corp. . . .

Raymond J. Stefany named manager, aviation sales.

Sales Organization Builder

Now pioneering new accounts to corporate policy making executives, selling nationally known consulting service.

Substantial knowledge of sales and sales organization programs and problems based on eleven years experience in these and related areas.

If you must, for example, strengthen your sales manpower, training and compensation programs, I may be able to help you.

38, married, graduate degree. Box 4031.

SALES ENGINEER

Challenging opportunity with well established aggressive growth company, for a recent college graduate with 2-3 years technical equipment sales experience. Must be willing to relocate. Send resume with complete information including salary history and requirement. Box No. 4029.

A PERSONAL MESSAGE TO ONE OUTSTANDING MAN WHOEVER-OR WHEREVER-HE MAY BE

If you are this man, we think the following will be of interest to you. We need a man of unusual qualifications to fill the newly created post of—

GENERAL SALES MANAGER

in a midwestern company already grossing 4 to 6 million dollars in sales volume annually and now engaged in an expansion move which will increase its capacity by another 50%. The man we want will direct selling operations of some 14 MAJOR PRODUCT LINES; he will report directly to the president. His selling market will be the consumer buying public for most lines, while other lines will be directed to specialized end uses in specific fields. All lines may be classified as HOUSEWARE goods and are designed and produced for rapid turnover. The company has a pioneering background within its industry and is nationally known for its outstanding record of growth and development.

Very probably the man we want is already in a position of proven success—adding to his background of experience and unusual qualifications. Yet—if he is the man—he will recognize the special creative challenge of molding a new career with unlimited potential. If you are this man, please get in touch with us without delay. Our executives know of this ad. Box 4033, Sales Management.

Aero Mayflower Transit Company	39
Agency: Caldwell, Larkin & Sidenor- Van Riper, Inc.	
Akron Beacon Journal	27
Agency: McDaniel, Fisher & Spelman Company	
Altoona Mirror	72
American Credit Indemnity Company	57
Agency: Van Sant Dugdale & Company, Inc.	
American Telephone & Telegraph Com- pany, Long Lines	24
Agency: N. W. Ayer & Son, Inc.	
Answer America, Inc.	54
Agency: Namer Advertising Agency, Inc.	
Baton Rouge State Times & Morning Advocate	71
Better Homes & Gardens	1
Agency: J. Walter Thompson Company	
Blidesford Journal	71
Camera Optics Mfg. Corp.	12
Agency: Direct Promotions	
Chicago Tribune	4th Cover
Agency: Foote, Cone & Belding	
Crown Rubber, Inc.	75
Agency: Leech Advertising Agency	
Cubana Airlines	53
Agency: Harry W. Graff Agency	
Diamond Gardner Corp.	3rd Cover
Agency: Kircher, Halton & Collett, Inc.	
Eastman Kodak Company, Audio-Visual ...	14
Agency: Rumrill Company, Inc.	
Executive House	2
Agency: Olian & Bronner, Inc.	
Exposition Press	54
Agency: Lowry-Stempel Advertising, Inc.	
Graphic Calculator Company	56
Agency: Robertson Buckley & Golsch, Inc.	
Greensboro News-Record	45
Agency: Henry J. Kaufman & Associates	
Grit Publishing Company	26
Agency: Gray & Rogers Advertising	
Jam Handy Organization, Inc.	2nd Cover
Agency: Campbell-Ewald Company	
Duncan Hines Institute	74
Agency: Agricultural Advertising & Research, Inc.	
Schuyler Hopper Company	62
Hotel Bulletin	60
Idea Art	74
Agency: Sidney Pollatsch Advertising, Inc.	
Industrial Equipment News	7
Agency: Tracy, Kent & Company, Inc.	
KGVO, KMSO-TV	71
Agency: S. John Schlie Company	
KHJ Radio	25
Agency: R. W. Webster Advertising	
Little Falls Times	71
Marsteller, Rickard, Gebhardt & Read, Inc.	13
McCall's Magazine	21
Agency: Donahue & Coe, Inc.	
Merchandise Idea File	28
Agency: Witt & Stall, Inc.	
Meriden Record & Journal	69
Agency: Gordon Schonfarber & Associates, Inc.	
Middletown Press	68

ADVERTISERS' INDEX

This Index is provided as an additional service. The publisher does not assume any liability for errors or omissions.



ADVERTISING SALES

VICE-PRESIDENT, SALES

Randy Brown

SALES PROMOTION MANAGER

Philip L. Patterson

Asst. to Vice-President, Sales

Cecelia Santoro

ADV. SERVICE MANAGER

Madeleine Singleton

PRODUCTION MANAGER

Virginia New

DIVISION SALES MANAGERS

New York—W. E. Dunsby, Wm. McClenaghan, Elliot Hague, Howard Terry, Robert B. Hicks, Dan Callanan, John A. Spooner, 630 Third Ave., New York 17, N. Y., YUkon 6-4800.

Chicago—C. E. Lovejoy, Jr., Western General Manager; W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager; Thomas S. Turner, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Vera Lindberg.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOodland 2-3612; (space other than publication or broadcasting accounts), M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., or 681 Market St., San Francisco 5, Cal.

CROWN
Rubber
Ad Rugs &
Counter Mats

Take Giant Sales Steps

WRITE CROWN RUBBER CO., Fremont, Ohio

Minneapolis Star & Tribune	8
Agency: Batten, Barton, Durstine & Osborn, Inc.	
Mobile Dispatch	9
Agency: Clem T. Hanson Company	
Monsanto Chemical Company	10-11
Agency: Needham, Louis & Brorby, Inc.	
Nation's Business	48
Agency: Gray & Rogers	
New Haven Register	5
Agency: Cresmer & Woodward, Inc.	
New London Day	68
Agency: Gordon Schonfarber & Associates, Inc.	
Newport News	72
Norwich Bulletin	69
Oklahoma & Times	41
Agency: Lowe & Runkle Company	
Orchids of Hawaii, Inc.	55, 61
Agency: Jerry Goldstein Advertising Agency	
Pawtucket Times	73
Agency: Gordon Schonfarber & Associates, Inc.	
Playboy	3
Agency: Marston & Aubrey	
Portland (Me.) Press-Herald Express	70
Agency: J. M. Bochner Agency	
Reader's Digest	37
Agency: J. Walter Thompson Company	
Rock Island Argus	9
Agency: Clem T. Hanson Company	
Sales Tools, Inc.	55
Agency: Geo. F. Koehnke Advertising Agency	
Salisbury Post	72
Agency: J. Carson Brantley Advertising Agency	
Scott Industries	54
Agency: Barber & Drullard, Inc.	
Stamford Advocate	69
Stelman Stations (WGAL-TV, Lancaster) ..	16
Agency: John Gilbert Craig Advertising	
Terodo Company	56
Agency: Fyten Hoffman, Inc.	
Toronto Daily Star	73
Agency: McLaren Advertising Ltd.	
Transocean Air Lines	45
Agency: L. C. Cole Company, Inc.	
U. S. News & World Report	18-19
Agency: MacManus, John & Adams, Inc.	
van Ameringen-Huebner, Inc.	47
Agency: Oliver-Beckman, Inc.	
WDIA (Memphis, Tenn.)	4
Agency: Brick Muller & Associates	
WHBF	9
Agency: Clem T. Hanson Company	
WNDU-TV (South Bend, Ind.)	69
Agency: Lincoln J. Carter Advertising Agency	
Wall Street Journal	42, 43
Agency: Martin K. Speckter Associates, Inc.	
Wheels, Inc.	15
Agency: Mautner Agency	
Woonsocket Call	73
Agency: Gordon Schonfarber & Associates, Inc.	
Young & Rubicam, Inc.	6

TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

Schizo

At GM's Motorama a prospect asked, "Why should I buy a Buick when, for \$200 more, I can get a Chevrolet?"

Price overlapping confuses more motorists than ever. Ford's Edsel, introduced both above and below Mercury, at last is "repositioned" below it. American Motors divides its single compact Rambler into three lines, ranging at factory from \$1,850 to \$3,500.

The Big Three still stand staunchly on bigness. But this year their corporate and car personalities will be split still further by little or compact versions of their "low-priced" three. These cars, my Detroit spies confide, will ride on 100- to 106-inch wheelbases. (The three Ramblers have 100, 108 and 117.)

Both the small Plymouth and Chevy will boast aluminum engines—Chevy's in the rear to eliminate the drive shaft bump in the floor. (Ford admits only to "testing" aluminum engines.) All the new three would be fin-less and largely unchromed. One would even drop the wrap-around windshield.

Bounce

In first quarter 1958, sales of 3M Co., St. Paul, were down 5% and profits down 20% from the year before. But in my latest visit to Paul Bunyan Land I rediscovered 3M's resourcefulness. Releasing more new products and stepping up advertising, the company is expected to show, for full year 1958, a record \$375 million in sales and record \$40-million-plus profits.

Standard

"America's Independent Electric Light and Power Companies" list 65 appliances, ownership of which determines our "standard of living." The Hughes' score on this count came out practically pre-Edison. We do, however, boast an electric can-opener (not even listed by the AIELAPC's). I put the question to a millionaire friend from Florida. "Shucks," replied he, "we don't even have a dishwasher."

But, owning a string of stations, he does have TV.

Mileage

Pan Am has found itself a Customer. I asked Fedders-Quigan to tot up total passenger mileage of its dealer-incentive awards—which in seven years have given 18,685 "individual" trips, in charter planes, to Nassau, Jamaica, Santo Domingo, Hollywood Beach, Fla., and Cannes, France. Estimating from Louisville, Ky., as "a trading center point for all our dealers," Fedders finds "we have logged 53,483,952 air miles."

At 4 cents a mile this comes to \$2,139,358.08.

Advertisers

Even though Lake Central may be the "world's only employe-owned airline" (93% of all employees are owners), I understand it isn't strike-proof. . . . Airline services reach new heights: Delta Royal flights carry three stewardesses, and Northwest's Imperial offer hot damp washcloths after the *hors d'oeuvres*. . . .

One monopolist I envy is Henry Reichhold: Reichhold Chemicals mixes the green for greenbacks.

RCA is not the biggest radio set maker. GM's Delco Radio Division, Kokomo, Ind., is now turning out sets for four GM (all except Chevy) and other cars at a tune of 18,000 a day, or about four million a year.

In New York, February 9-11, American Management Association will concentrate on "Marketing Audits—steps to improve total selling efficiency." A primary beneficiary of all this may be Marketing Audits Institute, New York, launched 15 months ago by Robert A. Whitney, former president of National Sales Executives.

Media

First print order for Look's lovely picture book, "Our Land, Our People," is 10,000. Mike Cowles did the preface and George Benneyan "coordinated." Buy it at book stores. . . . Readers, not advertisers, pay Grit's rising costs. Single copy price is raised from 10 to 15 cents, subscriptions from \$3.50 to \$5. Both circ. and advg. of this national small town weekly set high marks in 1958. . . . Among 37 major mags. only three—Sports Illustrated, Esquire, and Redbook—made advg. page gains in 1958. Town & Country, Cue and The New Yorker had the smallest losses.

Mortimer Berkowitz personifies the fact that there can be a future in space-peddling. Former publisher of The American Weekly, and now treasurer of Briefs Publishing Co., New York, MB managed to amass \$14 million. He's still peddling.

SM's John H. Caldwell saw in Moscow a "New York Times" moving electrical sign on the Izvestia building, reporting latest Russian news flashes. . . . Bob Considine has been named "authenticator" of NBC Radio's "Image Russia."

Negative publicity about outdoor advg., OAI reports, has spurred "more inquiries from non-users." . . . On the new 41,000-mile highway system national brands may be shown only as part of ads by local concerns. More outdoor co-op?

Fifteen advertisers buy more than half of all network TV time. But it took 45—led by P&G, Lever, Adell Chemical, General Foods and P. Lorillard—to plunk down 50% of the \$113,184,000 put into regional and spot TV in 1958's third quarter.

Some 478 U.S. newspapers with combine circ. of 38 million, says Y&R, will be able to insert its new Hi-Fi color ads, preprinted in gravure on regular newsprint.

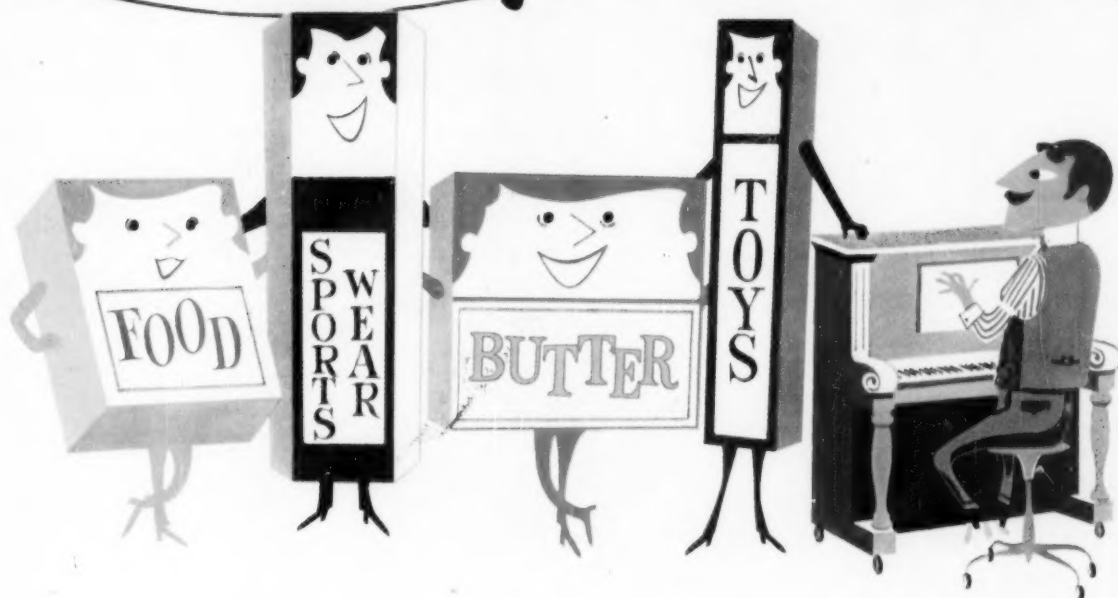
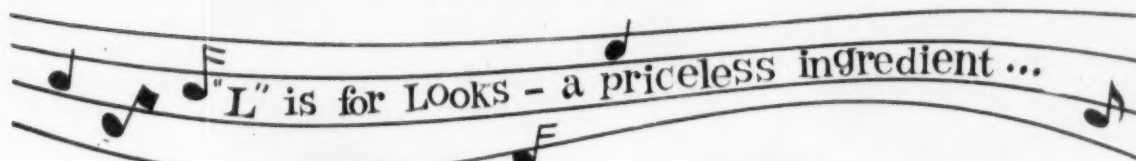


is for Looks—a priceless ingredient

In product appeal to make sales expedient;

It's proved by our cartons, for stores that have tried 'em

Find they're eye-pressure salesmen for what is inside 'em.



G

is for Gardner. We've been on the go
And improving each year since Nineteen O-O.
Our motto is this: "Keep up to the minute
With a carton that glorifies whatever's in it."

Persuasive Packaging

DIAMOND GARDNER CORPORATION

THE GARDNER DIVISION
MIDDLETOWN, OHIO



DRY CARTONS • CARRIERS • BOXBOARDS
PARAFFIN CARTONS • RETAIL CARTONS



Women become engrossed... in Chicago's best-read magazine

The Chicago Tribune Magazine appeals to women...and women find it highly appealing. 95% of the women in nearly 1,200,000 families read it every week.

Obviously, women get all wrapped up in this magazine. That's why advertisers use it to wrap up more sales. Only four national

magazines—Life, Business Week, the Post and New Yorker—carry more total advertising.

The Chicago Tribune Magazine can attract more attention to your brand in Chicago. Why not get the full story from a Tribune representative?

*To be **BIG** in Chicago, be **BIG** in the Tribune!*

